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Proposed programme budget for the biennium 2004-2005*

Foreword and introduction

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* The approved programme budget will subsequently be issued as *Official Records of the General Assembly, Fifty-eighth Session, Supplement No. 6* (A/58/6/Rev.1).

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Foreword

I have the honour to submit the proposed programme budget for the biennium 2004-2005. In line with the agenda for change described in my report on strengthening of the United Nations (A/57/387 and Corr.1), this programme budget proposal is presented in a shorter and more strategic format. This revised format and the substantive content of the programme budget represent a further step in the process of reform, which I initiated in 1997. Furthermore, as guided by the General Assembly through its resolution 55/231 of 23 December 2000 on results-based budgeting, the present proposal represents the second budget submitted in a results-based format, and it places increased emphasis on achieving results by enhancing performance measurement.

In formulating these proposals, paramount consideration has been given to aligning the activities of the Organization with the priorities identified by the General Assembly, as set out in the medium-term plan for the period 2002-2005, as revised, and the budget outline for the biennium 2004-2005 (A/57/85), with a view to addressing the priorities defined by the Millennium Declaration (resolution 55/2) and by recent global conferences.

As part of the effort to strengthen the Organization, the proposed programme budget also contains requirements for implementing the information and communication technology strategy, which is fundamental to the ongoing reform process. Additional resources will also be allocated to training the staff during the biennium 2004-2005 to ensure that they have the skills necessary to meet the new challenges facing the Organization.

The programme budget that follows is a strategic document focusing on objectives and results. I believe that it constitutes a solid basis for deliberation and decision by Member States on the purpose, plan of action and role of the United Nations for the biennium 2004-2005. I commend these proposals to the attention of the General Assembly.

Kofi A. **Annan**
Secretary-General

Introduction

1. The proposed programme budget has been prepared in accordance with General Assembly resolution 57/300 of 20 December 2002, whereby the Assembly welcomed the efforts and initiatives of the Secretary-General aimed at further reforming the United Nations. This budget contains concrete proposals to continue this process. It has been prepared within the framework of the revised medium-term plan for the period 2002-2005[1] and with guidance from the priorities and preliminary indicative estimates of resources reflected in the programme budget outline (A/57/85), which was approved by the Assembly in its resolution 57/280 of 20 December 2002.

2. In paragraph 13 of that resolution, the General Assembly decided that the priorities for the biennium 2004-2005 were as follows: the maintenance of international peace and security; the promotion of sustained economic growth and sustainable development, in accordance with the relevant resolutions of the Assembly and recent United Nations conferences; the development of Africa; the promotion of human rights; the effective coordination of humanitarian assistance efforts; the promotion of justice and international law; disarmament; and drug control, crime prevention and combating international terrorism in all its forms and manifestations.

3. In paragraph 4 of its resolution 57/300, the General Assembly welcomed the Secretary-General's intention to submit a shorter proposed programme budget for the biennium 2004-2005 that fully justified resource requirements and better reflected the priorities of the medium-term plan, the United Nations Millennium Declaration (resolution 55/2) and the outcomes of the major international conferences.

4. The present programme budget is significantly shorter and has been formulated with a view to meeting the priorities, objectives and mandates set by Member States. Priority programme growth would in very large part be funded through a reallocation of the overall resources available within the approved budget outline. The overall real growth in resources for the budget as a whole would amount to just 0.5 per cent, while the increase related to each of the priority items would be as shown in the following table:

Priority item	*Response*	*Real growth (percentage)*	*Growth in number of posts*
Maintenance of international peace and security[a]	Part II, Political affairs	6.7	28
Promotion of sustained economic growth and sustainable development, in accordance with relevant General Assembly resolutions and recent United Nations conferences	Part IV, International cooperation for development	5.2	37
Development of Africa	Section 11, United Nations support for the New Partnership for Africa's Development	41.6	7
Promotion of human rights	Section 24, Human rights	7.7	13
Effective coordination of humanitarian assistance efforts	Section 27, Humanitarian assistance	6.1	5
Promotion of justice and international law	Part III, International justice and law	1.3	8
Disarmament	Section 4, Disarmament	5.3	5
Drug control, crime prevention and combating international terrorism in all its forms and manifestations	Section 16, Crime prevention and criminal justice	25.5	3
	Section 17, International drug control	5.7	4

[a] Growth excludes resources attributable to special political missions, for which separate funding has been provided by the General Assembly in the amount of $170 million.

5. The medium-term plan for the period 2002-2005, as revised by the General Assembly at its fifty-seventh session, provides the policy framework for the programme budget during the second half of the four-year period. In the biennium 2004-2005, the Organization will continue to implement the strategies set out in the plan, with the aim of achieving the accomplishments and objectives set by Member States. In the context of the proposed programme budget for the biennium 2004-2005, programmes will continue to be reinforced to enhance their capacity for meeting the United Nations Millennium Declaration goals in accordance with the strategies outlined in the report of the Secretary-General entitled "Road map towards the implementation of the United Nations Millennium Declaration" (A/56/326). Strategies for the period will continue to address the phenomenon of globalization, which still constitutes one of the most important set of challenges facing the Organization. The opportunities, as well as the problems, associated with globalization, interdependence and integration will be addressed by strengthening the capability for collective action. The challenges ahead cover extreme poverty and inequality, economic growth and improvement of living standards and peace and security, as well as humanitarian, developmental, environmental, social and human rights issues.

6. The Organization's response to these challenges during the period is reflected in the proposed programme budget for the period 2004-2005. While the nature and scope of the work to be carried out by the various departments and offices have similarities to those in previous periods, steps have been taken within each programme to ensure a sharpened focus on the delivery of results. Activities for the period cover a very broad range of activities. In support of those activities, resources have been allocated to ensure that, among other things, meetings of intergovernmental bodies are well-organized; the administrative, financial and human resources of the Organization are well-managed; and other support services are adequate for providing for security and safety, information technology, telecommunications, facilities management, procurement, travel and transportation and other behind-the-scenes activities that backstop the work of the Organization and allow it to function efficiently and effectively.

7. In line with the approach set out in the report of the Secretary-General on strengthening of the United Nations: an agenda for further change (A/57/387 and Corr.1), the Organization will continue to pursue the development goals set out in the Millennium Declaration. Many of these goals were the product of a series of major international conferences convened to examine different aspects of development, including the meetings on children, the environment, human rights, population, women and social policy. Notably, follow-up of the outcomes of the recent conferences held in Monterrey, Mexico, on financing for development and Johannesburg, South Africa, on sustainable development will be included in activities planned for 2004-2005. In addition, meetings and conferences to be held during the next biennium include: an international conference on small island developing States; a special session of the General Assembly on population and development; the Eleventh United Nations Congress on the Prevention of Crime and the Treatment of Offenders; the eleventh session of the United Nations Conference on Trade and Development; the diplomatic conference of the United Nations Commission on International Trade Law and a special conference on the implementation of the outcome of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space.

8. Gender mainstreaming will continue to play a prominent role in the substantive activities of the Organization, and will be emphasized so as to ensure that everyone benefits equally from the Organization's policies and programmes.

9. A number of departments and offices have undertaken internal reviews to determine how they can be better organized to function in the biennium 2004-2005 so as to implement their programmes more efficiently and effectively. In line with provisions of resolution 57/300, programme budget proposals for the Department for General Assembly and Conference Management (formerly the

Department of General Assembly Affairs and Conference Services) reflect the outcome of a comprehensive internal review of the Department in New York. The findings and recommendations of that review are summarized in the report of the Secretary-General on improving the performance of the Department (A/57/289). As indicated in its resolution 57/283 B of 15 April 2003, the Assembly has reviewed and considered the report of the Secretary-General together with the related reports of the Committee on Conferences[2] and the Advisory Committee on Administrative and Budgetary Questions (A/57/472). Pursuant to General Assembly resolution 56/253 of 24 December 2001, a comprehensive review of the Department of Public Information was also undertaken in 2002, resulting in the alignment of the Department's core competencies with the long list of mandates it carries out. By paragraph 12 of its resolution 57/300, the Assembly reaffirmed the role of the Committee on Information in guiding the restructuring of the Department and, accordingly, the matter will be presented to that Committee for its further consideration.

10. In his report on strengthening of the United Nations, the Secretary-General provided a number of specific actions that would need to be implemented in order to strengthen the Organization. The budget for the biennium 2004-2005 and the programme of work upon which it is based represent a milestone in the implementation of a series of these actions in line with the Secretary-General's commitment to ensure that the United Nations becomes a more effective, cohesive and dynamic institution.

A. Strengthening of the United Nations: an agenda for further change

11. The report on strengthening of the United Nations: an agenda for further change, set out a number of improvements aimed at ensuring that the Organization devotes its attention to addressing the priorities fixed by Member States and to ensuring that the Secretariat, in so doing, provides more responsive and efficient service. By its resolution 57/300, the General Assembly welcomed the efforts and initiatives of the Secretary-General aimed at further reforming the United Nations to cope with contemporary challenges and address new priorities facing the Organization in the twenty-first century. The Assembly also requested the Secretary-General, while implementing the provisions contained in the resolution, to continue to take into account the views and comments expressed by Member States and to respect fully the Charter of the United Nations and the relevant decisions and resolutions of the Assembly.

12. The report defined a number of areas in which the Organization should be strengthened, as well as the corresponding steps that would need to be taken. In total, 36 actions were identified in the agenda for further change. By the first of these actions, the Secretary-General is to submit to the General Assembly in 2003 a thoroughly revised programme budget that better reflects the priorities agreed to at the Millennium Assembly. Accordingly, the Secretary-General reminded departments and offices of his commitment to reflecting in the budget proposals for 2004-2005 the new priorities established by Member States in the Millennium Declaration. Given the level of resources indicated in the approved programme budget outline, which provides an increase in real resources of just half a per cent, it was immediately apparent that new priorities could be addressed only if an adequate level of existing resources could be identified for reallocation. The resource reallocation strategy has been applied at three levels. At the macro level, various rates of resource growth, both positive and negative, were reflected in the programme budget outline for each of the 13 parts of the budget. These growth rates had been determined in the light of the programme priorities of the Organization and were combined with the adjustments required to provide for a sustainable and appropriate information technology and common services infrastructure, which had been significantly underfunded in the biennium 2002-2003. The second, or intermediate, level of the resource reallocation process was to subdivide the resources for parts of the budget into budget sections. This stage took into account all of the above factors, with particular consideration being

paid to programme priority needs. Two further standard technical adjustments were made to account for one-time activities in the prior and forthcoming bienniums and to fully fund posts that had been only partially funded in 2002-2003, as they were newly established at that time. At the final level of resource reallocation, programme managers moved resources among subprogrammes within sections, bearing in mind opportunities to fund priority activities by rebalancing resources among the many various outputs within each subprogramme. Programme managers were called upon to abandon outputs of marginal utility and to rationalize and streamline the work of the Organization so as to ensure that resources and activities were in line with the strategic vision contained in the Millennium Declaration. This action has freed up resources to help fund new priority activities. As a result, the thorough review of the programme of work has made it possible to focus resources on priority areas in the proposed programme budget for 2004-2005.

13. Together with the submission of a thoroughly revised programme budget, as required under action 1, proposals for 2004-2005 go much further by also reflecting the implementation of a series of other actions under the agenda for further change in such areas as human rights, public information, conference servicing, economic and social affairs and support for the New Partnership for Africa's Development. Meetings in follow-up to a number of major recent conferences are foreseen during the biennium. The Secretary-General's continued commitment to strengthening the United Nations through the application of results-based approaches, investment in information technology and the training of staff is also addressed.

The budget for 2004-2005 reflects:

- Resource reallocation towards priority areas
- Investment in information technology and training
- Follow-up of major conferences, including the establishment of a Financing for Development Office in the Department of Economic and Social Affairs to follow up the International Conference on Financing for Development

14. For the biennium 2004-2005, programme managers have planned the continued implementation of a range of measures in order to be more efficient and effective in utilizing resources. Such measures include proposals for reorganizing organizational structures, redeploying posts and non-post resources, streamlining procedures, issuing guidelines, purchasing the most suitable types of equipment, strengthening preparedness, improving project design and the support provided to field activities and rationalizing publications. Often, efficiency measures and performance measurement do not yield immediate savings in dollar terms, but they do enable programme managers to be better organized and more results-oriented. In many cases where there have been savings in dollar terms, programme managers have redirected those resources to priority areas within their budget sections or towards the implementation of new mandates instead of proposing additional funding.

15. Proposals for 2004-2005 are largely the result of the reallocation of resources among subprogrammes within each programme. An analysis of positive and negative growth of the 244 subprogrammes of the budget shows 182 subprogrammes growing by a total of $115.0 million, which is partially offset by 62 subprogrammes declining by a total of $100.0 million. A further alternative measure of reallocation activity is the number of posts redeployed. Out of 9,062 posts in the current programme budget, 810 posts, or 8.9 per cent of the total, are proposed for redeployment either within or between sections.

Figure 1
Positive growth by budget section

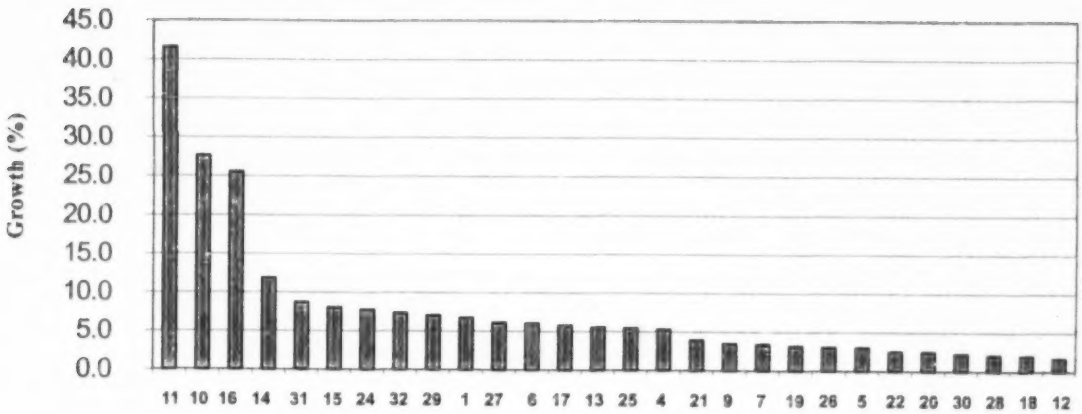
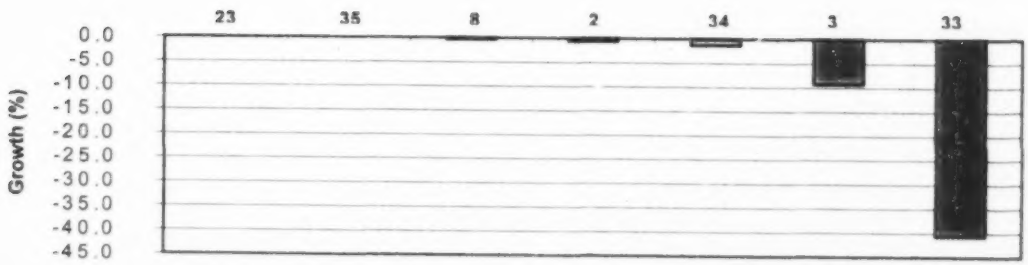


Figure 2
Zero or negative growth by budget section



16. Resource reallocation is fully detailed in each section of the programme budget. The resulting growth rates by section across the programme budget are reflected in figure 1. Budget sections showing positive growth have rates ranging from 41.6 per cent for section 11, United Nations support for the New Partnership for Africa's Development, to 1.7 per cent for section 12, Trade and development. The remaining budget sections reflect either no growth or negative growth rates, ranging from zero growth in respect of sections 23, Regular programme of technical cooperation, and 35, Development Account, to negative 40.6 per cent for section 33, Construction, alteration, improvement and major maintenance (see figure 2).

17. A measure of the degree and importance of resource reallocation in this budget is provided by the above section-by-section comparison of growth rates. Total positive real growth at the section level amounts to $81.1 million for the 28 sections shown in figure 1, which is balanced by reductions of $66.1 million in the 5 sections showing negative growth in figure 2, resulting in a net additional appropriation request of $15.0 million.

18. Together with the reallocation of resources, the programme budget reflects adjustments to outputs programmed for 2004-2005. In addition to the non-recurrent outputs that are programmed for each biennium, the recurrent outputs that are to be continued in 2004-2005 are subject to extensive reviews at the subprogramme level to ensure that the activities to be carried out are required for the achievement of expected accomplishments. In accordance with established practice, all non-recurrent outputs for 2002-2003 are being discontinued. In some cases, new recurrent outputs have been added in support of expected accomplishments and objectives. In addition, a special effort has been made to review recurrent outputs programmed in 2002-2003. In accordance with regulation 5.6 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, 912 recurrent outputs not to be carried out in 2004-2005 are reported in the proposed programme budget. The discontinuation of these outputs is reported under the relevant section of the budget. A summary of recurrent outputs for 2002-2003 not included in the 2004-2005 budget is shown below by budget section:

In accordance with regulation 5.6 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, 912 outputs are reported as discontinued in the programme budget for 2004-2005

Budget section	*Number of recurrent outputs discontinued*
2. General Assembly affairs and conference services	221
3. Political affairs	1
4. Disarmament	12
8. Legal affairs	127
9. Economic and social affairs	124
11. United Nations support for the New Partnership for Africa's Development	8
12. Trade and development	135
14. Environment	7
17. International drug control	3
19. Economic and social development in Asia and the Pacific	57

Budget section		*Number of recurrent outputs discontinued*
20.	Economic and social development in Europe	75
21.	Economic and social development in Latin America and the Caribbean	37
22.	Economic and social development in Western Asia	1
24.	Human rights	72
25.	Protection of and assistance to refugees	1
26.	Palestine refugees	1
28.	Public information	26
30.	Internal oversight	4
	Total	**912**

19. The Department of Management has also reviewed activities under section 29, Management and central support services, in the context of regulation 5.6 with a view to discontinuing operations that are obsolete, of marginal usefulness or ineffective. While the nature of the Department's servicing functions in support of substantive departments precludes it from discontinuing required human resources management, financial and central support services, it has been possible to identify 15 process improvements that would limit input requirements and enhance the effectiveness of support services. In the case of the Office of Human Resources Management, the following process improvements are being introduced: (a) the central processing of transactions is being progressively eliminated as a result of utilizing the full capability of the Integrated Management Information System (IMIS) in cooperation with client departments; (b) duplicate candidate pre-screening work has ceased; (c) the clearance of individual staff selection cases before their submission to review bodies has ceased; (d) individual benefit processing is being simplified and automated; (e) duplicate benefit reviews by the Office of Human Resources Management, the Office of Programme Planning, Budget and Accounts and the executive offices are being eliminated; and (f) paper-based systems are being drastically curtailed. Likewise, the Office of Central Support Services is introducing the following process improvements: (a) hard-copy requisitions for services are being replaced by web-based requisitions monitored by a centralized tracking system; (b) the telephone directory will be made available online and the number of directories printed will be limited, as many users have access to the Intranet; (c) the mailing of books and documents previously dispatched through the postal service is being transferred to a re-mailing contractor; (d) new inventory procedures will result in the discontinuation of manual data-handling following the introduction of bar code scanning; (e) purchase orders are no longer distributed manually since the introduction of a digital sender to distribute copies to requisitioners and others; (f) tender documents for air charter freight-forwarding and ship charter services are being distributed by e-mail to save on communication cost; and (g) the Archives and Records Management Section is converting paper-based resources to an electronic format. In addition, the Office of Programme Planning, Budget and Accounts will be issuing financial statements annually rather than biannually. The Budget Information System, which is currently on a mainframe platform, is being migrated to a local area network-based environment that is accessible to all client departments, as well as to the Programme Planning and Budget Division.

Results-based budgeting

20. In keeping with the ongoing efforts to strengthen the Organization, the proposed programme budget for the biennium 2004-2005 continues to reflect the concepts of results-based budgeting, namely, the application of a logical framework by articulating, prior to the implementation of the programme, objectives, expected accomplishments, indicators of achievement and external factors, in addition to the listing of outputs and resource requirements. The Office of Internal Oversight Services has once again collaborated with the Office of Programme Planning, Budget and Accounts in establishing indicators of achievement for each budget section, bearing in mind that it is responsible for the overall biennial programme performance report, which is to reflect the measurement of results at the close of each biennium. This essential collaboration helps to ensure that all elements of the programme planning, budgeting, monitoring and evaluation cycle remain closely linked.

Anticipated results are reflected in some 600 expected accomplishments and 900 indicators of achievement

21. The purpose of results-based budgeting is to use the budget as an instrument for helping programme managers, prior to implementation, to focus on achieving results rather than just on delivering products and services and to ensure positive and observable change for the Organization's beneficiaries. Member States, when reviewing the programme budget and deciding upon the level of the budget, will be able to see clearly, with the logical framework, the objective for each subprogramme, the expected results and how they would be measured, in addition to the resource requirements proposed for achieving those objectives.

22. A new element in the programme budget for 2004-2005 is the extension of the logical framework to the executive direction and management component of programmes. Following the recommendation of the Committee for Programme and Coordination at its forty-first session,[3] objectives, expected accomplishments and indicators of achievement have been established for activities relating to executive direction and management for the biennium 2004-2005.

Objectives, accomplishments and indicators have been established for executive direction and management components

23. Another new element is the inclusion of performance measures under the programme of work to depict how the indicator is to be measured in concrete terms. Baseline data against which the expected results will be measured and targets to be met have been established as a guide for tracking the progress made within the two-year period. It is noted that, in some cases, difficulties were encountered in establishing baseline data and targets, such as the time and resources needed for the systematic conversion of raw data into usable baseline data for measurement; depending on Governments, civil society and the public to provide accurate data; the incompleteness of records; inadequate feedback from end-users; the need to update databases; the need to realign or reorganize existing data; and so on. Such difficulties were highlighted during training workshops conducted for staff in 2002.

Baselines and targets have been added for the measurement of indicators of achievement

Information technology

24. The Secretary-General's reform initiative states that "Implementing the reforms outlined in the report will require attention in three critical areas: managing the change process itself, training and information technology" (A/57/387 and Corr.1, para. 196). The strengthening of information technology may be considered not just a derivative of, but a principal item in the reform of the

United Nations. "The Organization has the potential to build its existing capacity as one of the world's most important global networks" (ibid., para. 199).

25. The report of the Secretary-General entitled "Information and communication technology strategy" (A/57/620) focuses on three areas considered to be representative of core activities of the Organization and the building blocks necessary for the delivery of value-added service. The three key areas, namely, administrative and management processes, the sharing and dissemination of the Organization's institutional knowledge and servicing of the United Nations organs and governing bodies, have been incorporated into the programmes of most departments.

> The three key areas of the information and communication technology strategy are:
> - Management processes
> - Knowledge-sharing
> - Serving United Nations organs

26. In line with the reform report's conclusion that "good management demands good information", the anticipated returns of e-management and improved management and administration are inherent in many initiatives to generate operational efficiencies and to assist in improving managerial decision-making. IMIS will continue to play a pre-eminent role in administrative processes. The Office of Legal Affairs is also enhancing its use of information technology to manage the flow of information and to computerize the legal archive. The Economic Commission for Africa (ECA) is using information technology not only to realize administrative efficiencies, but also to promote the second key area of strengthened information technology. By building an effective integrated information management system to enhance data collection, preparation and processing, ECA is also promoting the dissemination of information in its role as a knowledge-based institution.

27. While knowledge-sharing is pertinent to all departments, it is especially emphasized in the programmes such as public information and regional economic and social development, where their ability to disseminate information is absolutely vital. The Department of Public Information will continue to implement its major project to modernize its production and broadcast infrastructure, including further digitization. Web-based activities will be strengthened and coordinated with a view to utilizing the Internet as a multimedia channel for both the production and the dissemination of information materials to all regions in a timely manner and in all official languages. Web site development and database enhancements are being proposed throughout to strengthen the Secretariat's ability to promote the knowledge capital of the Organization.

28. The third key area of the information technology strategy, the servicing of governing bodies, is particularly evident in the strategy of the Department for General Assembly and Conference Management to improve its performance. The Department plans to optimize the use of technology in the conference-servicing processes by, among other things, emphasizing the use of voice-recognition, computer-assisted and digital recording methods in translating documents.

29. It will be possible to capitalize on the advantages of information and communication technology in the three key areas when investments in the development and enhancement of technological systems and structures are maintained on a continuous basis and in an integrated manner at all levels of operation. The estimated resource requirements for information and communication technology in the biennium 2004-2005 amount to $192.4 million, which represents the level of resources necessary for the efficient support of United Nations processes at both the intergovernmental and Secretariat levels. The proposed increase of $30.4 million against the revised appropriation for the biennium 2002-2003 comprises: (a) the restoration of the level of support required for the central infrastructures and local networks, based on the experience gained in the past, to ensure uninterrupted servicing of intergovernmental and related activities ($16.4 million); and (b) the resources needed for the further improvement and enhancement of the central

technological and communication infrastructures within the framework of the information and communication technology strategy ($14.0 million).

30. With the ever-increasing complexity of the information and communication industry and the increased demands from all departments in connection with the implementation of their programme of work, the effort needed to simply maintain the Organization's capability is significant. Accordingly, part of the information technology resources proposed, $16.4 million, is intended to ensure that the information technology and facilities infrastructure is restored to a level that will not prejudice programme delivery.

31. With respect to the building blocks of the information technology strategy identified by the Secretary-General, namely, infrastructure, security, field connectivity and capacity-building (ibid., summary), the vast majority of developments in these areas are within the expertise of the Information Technology Services Division, Office of Central Support Services. For that purpose, an additional provision of $6.8 million is proposed in section 29D to cover the comprehensive central improvements needed in order to implement the information technology strategy. In this context, it is also essential to increase field connectivity and to enhance the technological and communication infrastructure at all duty stations, as detailed in section 33, Construction, alteration, improvement and major maintenance ($4.9 million).

32. Information technology resources are set out below, by budget section, for the bienniums 2002-2003 and 2004-2005.

(Thousands of US dollars)

Section		*2002-2003 revised appropriation*	*Resource growth*		*2004-2005 estimates[a]*
			Amount	*Percentage*	
1	Overall policy-making, direction and coordination	583.9	106.7	18.3	690.6
2	General Assembly affairs and conference services	10 488.5	4 784.5	45.6	15 273.0
3	Political affairs	6 132.3	(4 087.6)	(66.7)	2 044.7
4	Disarmament	785.1	256.6	32.7	1 041.7
5	Peacekeeping operations	2 311.2	711.6	30.8	3 022.8
6	Peaceful uses of outer space	157.5	22.2	14.1	179.7
7	International Court of Justice	849.3	219.3	25.8	1 068.6
8	Legal affairs	2 764.8	374.5	13.5	3 139.3
9	Economic and social affairs	6 004.5	594.4	9.9	6 598.9
10	Least developed countries, landlocked developing countries and small island developing States	50.0	33.2	66.4	83.2
11	United Nations support for the New Partnership for Africa's Development	4.1	41.6	1 014.6	45.7
12	Trade and development	4 591.6	567.6	12.4	5 159.2
14	Environment	175.3	9.0	5.1	184.3
15	Human settlements	280.3	80.2	28.6	360.5
16	Crime prevention and criminal justice	107.4	38.2	35.6	145.6
17	International drug control	1 056.4	137.4	13.0	1 193.8
18	Economic and social development in Africa	4 177.8	166.0	4.0	4 343.8
19	Economic and social development in Asia and the Pacific	5 336.1	509.8	9.6	5 845.9
20	Economic development in Europe	3 618.3	264.8	7.3	3 883.1

Section		2002-2003 revised appropriation	Resource growth		2004-2005 estimates[a]
			Amount	Percentage	
21	Economic and social development in Latin America and the Caribbean	3 918.2	421.2	10.7	4 339.4
22	Economic and social development in Western Asia	2 032.4	274.2	13.5	2 306.6
24	Human rights	1 825.0	339.6	18.6	2 164.6
27	Humanitarian assistance	2 047.1	-	-	2 047.1
28	Public information	6 617.8	926.7	14.0	7 544.5
29	Management and central support services	85 742.2	18 704.3	21.8	104 446.5
30	Internal oversight	802.9	45.4	5.7	848.3
31	Jointly financed administrative activities	557.5	(557.5)	(100.0)	-
33	Construction, alteration, improvement and major maintenance	8 907.0	5 452.0	61.2	14 359.0
	Total	**161 924.5**	**30 435.9**	**18.8**	**192 360.4**

[a] At 2002-2003 rates.

Human rights

33. The report on Strengthening of the United Nations identified a number of actions required to address issues in the area of human rights. Under action 2, the United Nations High Commissioner for Human Rights would develop and implement a plan, in cooperation with the United Nations Development Group and the Executive Committee for Humanitarian Affairs, to strengthen human rights-related United Nations actions at the country level. During the biennium, the Office of the United Nations High Commissioner for Human Rights will intensify consultations with the pertinent United Nations funds and programmes on the strengthening of inter-agency coordination in respect of technical assistance in the area of human rights. A new Professional post is proposed to head a geographic desk team to carry out activities related to the strengthening of human rights at the country level, building strong human rights institutions and enhancing national protection systems reflecting human rights norms.

> To facilitate the strengthening of human rights-related activities at the country level, a new Professional post will be created to head the geographic desk team

34. Under action 3, the High Commissioner would consult with treaty bodies on new, streamlined reporting procedures and submit his recommendations to the Secretary-General by September 2003. Proposals for 2004-2005 include the establishment of one new Professional post to head a separate Petitions Unit and another to provide support to treaty bodies in respect of State reporting and processing of communications under complaint procedures.

> Support for treaty bodies will be strengthened by a new Professional post to head a separate Petitions Unit and another Professional to assist States parties

35. Under action 4, the High Commissioner would undertake a review of the human rights special procedures and report to the Secretary-General by September 2003 with recommendations on how to enhance their effectiveness and improve the support provided. Under section 24, a new D-1 post for the Chief of the Special Procedures Branch and a new Professional post are proposed to

> The Special Procedures Branch is strengthened by a new D-1 and a Professional post

strengthen the quality of the assistance provided in connection with the special procedures and to ensure harmonization and continuity of the services provided.

36. Under action 5, the High Commissioner would develop a plan to strengthen management, taking into account the recommendations emerging from the management review conducted by the Office of Internal Oversight Services. As part of the strengthening of the Office of the High Commissioner, the establishment of a D-2 post is sought for a Chief of Staff responsible for, among other things, policy development, strategic planning and prioritization of needs and activities, as well as overall programme implementation.

Improved implementation of oversight recommendations and overall strengthening of management will be pursued through the addition of a new D-2 post for Chief of Staff

Public information

37. Under action 6 of the report, the Department of Public Information would be restructured through:

- The budget for 2004-2005 reflects the restructuring of the Department of Public Information
- Web site operations will be strengthened through the transfer of 7 posts (1 Professional and 6 General Service)
- Six posts will be transferred to the Department of Peacekeeping Operations to effect the transfer of the Cartographic Section (5 Professional and 1 General Service)

(a) The creation of a Division of Strategic Communications to devise, disseminate and evaluate United Nations messages around priority themes;

(b) The creation of an Outreach Division, in which services to delegations, liaison with civil society and activities for the general public would be grouped together;

(c) The strengthening of the News and Media Division, which would incorporate the Department's web site operation;

(d) The transfer of the Cartographic Section to the Department of Peacekeeping Operations.

38. To help clarify the goals and purposes of the Department of Public Information and to enhance its overall effectiveness and efficiency, a new mission statement has been formulated. A new operating model and organizational structure has been created in order for the Department to realize its mission. The new model is based on a clear conception of the Department's role and an elaboration of its functions in a manner that emphasizes current communication challenges along with the provision of expected services to Member States.

39. Under action 8, the network of United Nations information centres would be rationalized around regional hubs, starting with the creation of one for Western Europe. Accordingly, the Department is developing an action plan to implement that proposal. This new operating concept will also aim for a more optimal distribution of resources to information centres in developing countries and the redeployment of resources to other high-priority activities, such as advancing multilingualism on the United Nations web site and the systematic evaluation of the impact of major product and service lines.

The budget reflects the initial steps taken with regard to the creation of a Western European hub, which allow resources to be released for other, higher-priority, items, including the strengthening of web-site operations

Publications

40. Under action 10, improvements in publication arrangements would be made as follows:

(a) The Executive Committees would plan and coordinate all publications within their respective thematic areas in order to reduce the number of and improve the coherence, focus and scheduling among the Organization's many publications. The Department of Public Information would do the same for the titles it published;

(b) The Publications Board would be reconstituted as a standard-setting body, with an appropriate membership and terms of reference to match that function;

(c) The feasibility and cost of delivering online publications, supplemented by a print-on-demand capability, would be reviewed;

(d) The *Repertory of Practice of United Nations Organs* would no longer be produced by the United Nations.

41. The Secretary-General set out these measures with a view to reducing the duplication and fragmentation of publications and improving the oversight of publications through greater coordination and efficiency. Publications are part of a category of outputs that departments and offices produce within their programme of activities. They are also the vehicles by which the work and principles of the Organization are promoted, the substantive knowledge on issues of importance to the international community is spread and support for the Organization is built. They contribute to the body of knowledge on subjects of common concern to the world community.

42. In line with the measures described in the report of the Secretary-General, the Publications Board has been reconstituted as a standard-setting body, and the publications programme of the Secretariat is no longer coordinated and managed by the Board. This responsibility has been transferred to substantive departments and the Executive Committees. The new Publications Board is composed of representatives from the Executive Committee on Humanitarian Affairs, the Executive Committee on Economic and Social Affairs, the Executive Committee on Peace and Security, the United Nations Development Group, the Department of Management, the Office of Legal Affairs, the Department for General Assembly Affairs and Conference Management and the Department of Public Information. The Executive Committees will plan and coordinate all publications within their respective thematic areas in order to reduce the number of and improve coherence, focus and scheduling among the Organization's many publications. The Board will develop policies, procedures and directives governing the preparation, production, distribution and, where applicable, sale of the publications issued under the authority of the United Nations.

43. In formulating the programme budget for 2004-2005, the issue of publications has been reviewed in the context of each programme, and information on the number of recurrent and non-recurrent publications to be issued is provided in each relevant section of the budget. A summary of the recurrent and non-recurrent publications anticipated during the biennium is shown below:

The budget for 2004-2005 includes a summary of publications to be issued under each programme

Publications	*2000-2001 actual*	*2002-2003 estimate*	*2004-2005 estimate*
Recurrent	1 072	1 884	1 544
Non-recurrent	1 111	1 032	795
Total	**2 183**	**2 916**	**2 339**

44. The *Repertory of Practice of United Nations Organs* will no longer be produced by the United Nations in the biennium 2004-2005. Compiling the *Repertory* is an onerous reporting responsibility requiring significant resources. Accordingly, the programme outputs related to the production of the *Repertory* have been eliminated from the budget proposals for 2004-2005. A provision of $2.2 million in general temporary assistance resources distributed across the relevant budget sections for expediting the preparation and publication of the *Repertory* has therefore been eliminated.

45. Efforts to reduce the backlog of supplements to the *Repertoire of the Practice of the Security Council* will continue to be made by the Department of Political Affairs.

General Assembly affairs and conference services

46. Under action 11 of the report of the Secretary-General, reporting would be improved by:

(a) Consolidating reports on related subjects;

(b) Writing sharper reports with clearly defined actions;

(c) Observing stipulated page limits.

47. The strategy developed to improve performance in this area in 2004-2005 includes: (a) repositioning the Department for General Assembly and Conference Management; (b) pursuing full-system benefits; (c) integrating global management; (d) optimizing the use of technology; and (e) alleviating the documentation situation. This will be achieved largely by reorganizing functions in certain areas of the Department and making corresponding resource adjustments, which will result in the strengthening of some areas through internal redeployment and reductions in others through the greater application of information technology. The focus will be on grouping and strengthening functions, strengthening the role of information technology in the conference-servicing processes and retraining staff. This will create a department that will be more responsive, productive, efficient and useful in addressing the needs of both Member States and the Secretariat. The proposals in section 2 of the budget reflect a net overall decrease in real resources of 0.5 per cent.

> The budget for 2004-2005 reflects no net resource growth in conference-servicing operations because of expected efficiency gains

48. Under action 13, the Department for General Assembly and Conference Management would implement changes to allow a more integrated approach to planning and managing meetings and documentation. Accordingly, proposals under sections 2, 8, and 29A reflect the transfer of the secretariats of the Fifth and Sixth Committees from the Office of Legal Affairs and the Department of Management to the Department for General Assembly and Conference Management.

> Conference-servicing arrangements will be integrated and strengthened with the transfer of the secretariats of the Fifth and Sixth Committees from the Department of Management and the Office of Legal Affairs to the Department for General Assembly and Conference Management

Economic and social affairs

49. Under action 16, the Secretary-General would propose the creation of an additional post of Assistant Secretary-General to support policy coherence and management in the Department of Economic and Social Affairs. The budget proposals relating to the reorganization of section 9, Economic and social affairs, incorporate the anticipated strengthening of the economic and social areas.

Policy coherence and management will be strengthened in the economic and social affairs area with the addition of a new Assistant Secretary-General

50. Under action 17, a policy planning unit would be established in the Department.

A Policy Planning Unit will be established through redeployment

51. Under action 19, the Secretary-General would establish a panel of eminent persons to review the relationship between the United Nations and civil society and to offer practical recommendations for improved modalities of interaction. Section 9 of the budget proposal includes a provision for strengthening the NGO Section of the Department of Economic and Social Affairs.

The NGO Section will be strengthened with a new Professional post

United Nations support for the New Partnership for Africa's Development

52. Under action 18, the Adviser for Special Assignments in Africa would coordinate and guide the preparation of reports and input for the Africa-related debates of the General Assembly and its subsidiary bodies. By its resolution 57/300, the General Assembly approved the transfer of the resources allocated to the Office of the Special Coordinator for Africa and the Least Developed Countries and the current Office of the Adviser for Special Assignments in Africa to the new Office of the Under-Secretary-General and Special Adviser on Africa. Accordingly, a new section of the proposed programme budget for the biennium 2004-2005, namely, section 11, United Nations Support for the New Partnership for Africa's Development, reflects the redeployment of temporary assistance resources from section 3, Political affairs, to provide established posts for the Under-Secretary-General and supporting staff, to be combined with posts released from the former Office of the Special Coordinator for Africa and the Least Developed Countries to create the new office.

Resources for United Nations support for the New Partnership for Africa's Development are reflected in section 11

Training

53. Under action 31, the Secretary-General would recommend an increase in the resources allocated to training. Accordingly, the programme budget for 2004-2005 includes an amount of $22.1 million, reflecting an increase of $2 million, to address the need to maintain and enhance the skills of the staff. The increase in requirements for Organization-wide training reflects a major commitment to continued investment in staff learning and development as a crucial element of the Secretary-General's proposals for further strengthening of the United Nations. Further increases will be required in future budgets if the Organization is to be able to optimize the use of staff resources.

Training resources will increase by $2 million

54. Global staff development and learning programmes will continue to be aimed at promoting a culture of continuous learning, strengthening leadership and management and building

organizational competencies, as well as developing increased capacity to lead and to manage change. Training programmes will be aimed at improving the competencies, knowledge and skills of programme managers and staff who have responsibilities in administrative areas, as well as to prepare staff to undertake administrative assignments in the field. Information technology training programmes will be offered to support the information and communication technology strategy by upgrading the skill levels of Secretariat staff. Programmes will also be offered to support gender mainstreaming, promote gender sensitivity in the workplace and promote diversity awareness and cross-cultural sensitivity. In accordance with relevant General Assembly resolutions, language training will be offered in the six official languages of the United Nations, in addition to programmes aimed at promoting multilingualism through the building and strengthening of linguistic skills and the development and strengthening of cross-cultural understanding.

55. Training resources for the biennium, which amount to $22.1 million, are broken down as follows:

Centrally managed provisions for training	
Leadership development and performance management	5 324 100
Substantive and technical skills and career support	4 618 800
Information technology	3 150 900
Human and financial resources management	2 022 700
Subtotal	15 116 500
Language training	6 149 400
Other[a]	845 400
Total	**22 111 300**

[a] Includes training for security and safety and the United Nations share of jointly financed activities.

B. Proposed resource level

56. The programme budget is formulated in a complex and lengthy process requiring a detailed and thorough review and consultations with programme managers to ensure the optimal utilization of resources in order to fully, efficiently and effectively implement the objectives and mandates set by Member States. The level of resources proposed for the biennium 2004-2005 amounts to $2,905.8 million before recosting, matching the total approved outline level set out in paragraphs 9 and 11 of General Assembly resolution 57/280. This level of resources includes a provision for special political missions of $163.2 million at revised 2002-2003 rates, an amount within the maximum level of $170 million recommended by the Advisory Committee on Administrative and Budgetary Questions and endorsed by the Assembly in paragraph 1 of the resolution. Additional requirements for special political missions, should they become necessary, shall continue to be subject to the provisions of General Assembly resolution 41/213 of 19 December 1986.

57. It is recalled that when the programme budget for the biennium 2002-2003 was approved, the General Assembly decided to cut non-post resources amounting to $52.4 million that had been proposed by the Secretary-General for allocation to specific operational requirements. In order to implement the appropriation within the reduced level of resources, a number of onerous measures to reduce facilities management and information technology services had to be taken during the biennium. While some services remain unaffected and some limited efficiencies have been realized in a few areas, other reductions have had a negative impact on the quality of services delivered and cannot be sustained in the long run without becoming counterproductive and permanently reducing productivity. The General Assembly, in approving the proposed programme budget outline for the biennium 2004-2005, decided to consider, in addition to the preliminary estimate, provisions for

information technology and common services facilities infrastructure in the amount of $29.8 million, bearing in mind the comments of the Secretary-General in the outline (A/57/85, para. 5). In this context, the proposed resource level includes provisions of $29.8 million reflecting a limited restoration of resources pertaining to information technology ($16.4 million) and common services facility infrastructure ($13.4 million) across a wide range of budget sections. The provision of such resources will ensure that those facilities are maintained at a level at which programme delivery will not be hampered and that the most serious deficiencies encountered during the biennium 2002-2003 are eliminated before any enhancements are made to facilities in the biennium 2004-2005.

58. The programme budget shows a 0.5 per cent increase in real resources before recosting. The distribution of resources by budget part compared with the appropriation for the biennium 2002-2003 is as follows:

Budget part		*2002-2003 revised appropriation*	*Change*		*2004-2005 resources (before recosting)*
			Amount	*Percentage*	
I.	Overall policy-making direction and coordination	521 221.7	954.7	0.2	522 176.4
II.	Political affairs	349 886.8	(19 735.3)	(5.6)	330 151.5
III.	International justice and law	62 070.4	790.1	1.3	62 860.5
IV.	International cooperation for development	287 256.5	14 843.4	5.2	302 099.9
V.	Regional cooperation for development	352 410.8	8 797.0	2.5	361 207.8
VI.	Human rights and humanitarian affairs	142 388.4	8 266.3	5.8	150 654.7
VII.	Public information	147 107.6	3 030.5	2.1	150 138.1
VIII.	Common support services	451 342.1	31 433.4	7.0	482 775.5
IX.	Internal oversight	20 946.6	466.7	2.2	21 413.3
X.	Jointly financed administrative activities and special expenses	85 845.2	6 567.9	7.7	92 413.1
XI.	Capital expenditures	88 341.1	(35 871.8)	(40.6)	52 469.3
XII.	Staff assessment	368 936.5	(4 515.4)	(1.2)	364 421.1
XIII.	Development Account	13 065.0	-	-	13 065.0
	Total	**2 890 818.7**	**15 027.5**	**0.5**	**2 905 846.2**

59. Proposals for 2004-2005 amount to $3,058.2 million at preliminary 2004-2005 rates. At the present stage of the budget formulation and approval process, recosting is based on rates of exchange that were applied in the first performance report on the programme budget for the biennium 2002-2003 (A/57/616), which was approved by the General Assembly in its resolution 57/292 of 20 December 2002, and on inflation assumptions for 2004 and 2005, which project into the new biennium the same inflation rates used for the current biennium. In accordance with established practice and methodology, the proposed programme budget will be recosted again prior to its adoption by the Assembly at its fifty-eighth session. At that time, the latest data on actual inflation experience, the outcome of salary surveys and the movement of post adjustment indices in 2003 will be taken into account; a similar exercise will be followed relative to exchange rates, taking into account more recent operational rates of exchange. Paragraphs 83 to 87 below reflect the effects of recosting on the budget proposals at the present stage.

60. The resource proposals contained in the present programme budget compared with the amounts approved in recent bienniums are indicated in the following table:

(Millions of United States dollars)

Biennium	*Resources*	*Increase compared with revised 2002-2003 appropriations*
Revised 1994-1995 appropriation	2 608.3	
Revised 1996-1997 appropriation	2 603.3	
Revised 1998-1999 appropriation	2 529.9	
Revised 2000-2001 appropriation	2 533.1	
Revised 2002-2003 appropriation	2 890.8[a]	
Outline for 2004-2005	2 905.8	15.0
Proposed 2004-2005 (before recosting)	2 905.8	15.0
Proposed 2004-2005 (after preliminary recosting to 2004-2005 rates)	3 058.2	167.4

[a] Initial appropriation for 2002-2003: $2,625.2 million.

61. Estimates of income for the biennium 2004-2005 amount to $407.3 million, compared with estimates of $414.4 million for 2002-2003 — a decrease of $7.1 million.

C. Proposed staffing

62. With respect to posts, for the biennium 2004-2005 a staffing level for the expenditure sections of 9,179 is proposed, which compares with 10,021 in 1996-1997 and 9,062 in 2002-2003. The 2004-2005 level represents a net increase of 117 posts compared with the staffing level approved for 2002-2003. A total of 44 posts are proposed for reclassification.

	Number of posts
Approved for 2002-2003	9 062
Proposed for 2004-2005	9 179
Change	**117**
Abolitions	(36)
New posts	114
Conversions	39

63. The distribution of posts by budget part is as follows:

Budget part		2002-2003	Change		2004-2005
			Number	Percentage	
I.	Overall policy-making, direction and coordination	2 063	11	0.5	2 074
II.	Political affairs	678	28	4.1	706
III.	International justice and law	236	8	3.4	244
IV.	International cooperation for development	1 185	37	3.1	1 222
V.	Regional cooperation for development	2 065	(2)	(0.1)	2 063
VI.	Human rights and humanitarian affairs	331	18	5.4	349
VII	Public information	754	(6)	(0.8)	748
VIII.	Common support services	1 659	22	1.3	1 681
IX.	Internal oversight	91	1	1.1	92
	Total	**9 062**	**117**	**1.3**	**9 179**

64. The changes in the staffing table reflect the combined effect of accounting for the various and diverse needs of the many individual programmes and the attempt to strike an appropriate balance in the staffing structure. In proposing changes to the staffing table, efforts have been made, to the extent possible, to ensure that the overall pyramid would not become distorted. The ratio of posts in the Professional category and above to General Service posts has been improved.

65. The proposals reflect a reduction in the ratio of General Service to Professional posts. Consequently, there continues to be a gradual reduction in the proportion of General Service posts compared with the total number of posts authorized, as reflected below:

	1998-1999	2000-2001	2002-2003	2004-2005
General Service posts[a]	5 120	5 207	5 237	5 239
Total posts	8 741	8 989	9 062	9 179
General Service posts as a percentage of the total	58.6	57.9	57.8	57.1
Ratio of General Service to Professional posts	1.41:1	1.38:1	1.37:1	1.33:1

[a] General Service includes the following categories: Security Service, Trades and Crafts, Field Service, National Officer and Local level.

The net increase of just two General Service posts is the net effect of the abolition of 36 posts and the reclassification out of the category of 8 posts, slightly more than offset by the establishment of 46 additional posts.

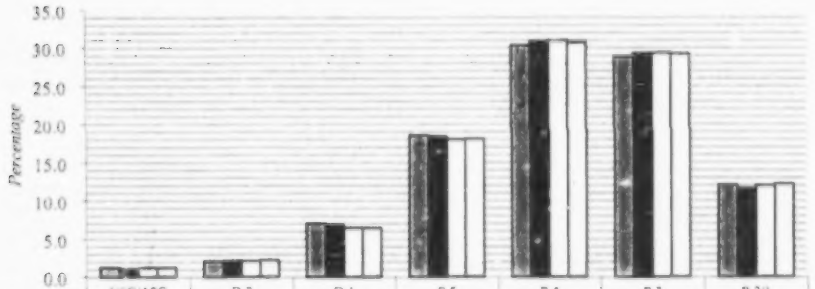
66. In paragraph 72 of its resolution 56/253, the General Assembly noted with concern the high proportion of General Service posts compared to Professional posts in the regional commissions. A review has been undertaken and the detailed results will be provided separately. In general, the review demonstrates that the ratio of General Service to Professional posts in the regional commissions, except for the Economic Commission for Europe, are higher than the average indicated for the United Nations Secretariat as a whole. This is due to the broader coverage of services under the programme support component in the regional commissions, which includes not only the traditional support functions such as finance, budgeting, management and personnel administration, but also management of the technical cooperation programme, conference and library services, security and safety and other services. While investment in information technology will eventually lead to improvements in the efficiency of support services, most

regional commissions continue to rely on their own support services due to a number of conditions prevailing in the locality.

67. It is also recalled that a report on a comprehensive review of the post structure of the United Nations Secretariat (A/57/483) was submitted to the General Assembly. The main conclusion that could be drawn from the review was that, from the perspective of both internal and external comparisons, the current post structure and distribution of posts in the Secretariat did not indicate any apparent anomalies that could be characterized as top-heaviness of the Secretariat structure vis-à-vis comparative post structures in other major international organizations. While taking note of the report of the Secretary-General, the General Assembly, by its decision 57/574 of 20 December 2002, requested the Secretary-General to include, in the context of the proposed programme budget for the biennium 2004-2005, more information on the question of the post structure of the United Nations Secretariat in the light of the views expressed by Member States, and in particular to provide a comparison of the post structure of the Secretariat with those of other multilateral organizations not covered in the report of the Secretary-General, as well as with those of some Member States, and the percentage share of each grade.

Figure 3

Professional and higher level post distribution by level and biennium



	USG/ASG	D-2	D-1	P-5	P-4	P-3	P-2/1
1998-1999	1.2	2.1	7.0	18.5	30.3	28.8	12.0
2000-2001	1.1	2.1	6.7	18.4	30.8	29.3	11.6
2002-2003	1.2	2.1	6.4	18.0	31.0	29.3	12.0
2004-2005	1.2	2.2	6.4	18.0	30.7	29.2	12.2

68. The percentage distribution of posts in the Professional and higher categories since the biennium 1998-1999 is shown in figure 3. Over the years, the grade distribution of posts in these categories, particularly in the upper echelon, has generally remained stable. The percentage shares of posts at the P-5 and D-1 levels have steadily reflected a downward trend since the biennium 1998-1999. Meanwhile, posts at the P-1/2 to P-4 levels have been gradually augmented, rising from 71.1 per cent to 72.1 per cent of posts, largely as a result of a fall in the percentage of P-5 and D-1 posts from 25.5 per cent to 24.4 per cent. As concerns P-2 and P-3 posts, the proposals to add 22 and 29 new positions respectively demonstrate the concrete efforts of the Organization to revitalize and rejuvenate the Secretariat at the junior Professional level.

69. The additional information, particularly the comparative data, requested in its decision 57/574 will be provided to the General Assembly at its fifty-eighth session in a separate report during its consideration of the proposed programme budget for the biennium 2004-2005.

70. In the proposals for 2004-2005, the marginal increase in posts at the Under-Secretary-General/Assistant Secretary-General level reflects proposals for conversion from general temporary assistance of the position for the Under-Secretary-General and Special Adviser on Africa; a new Assistant Secretary-General under section 9 for the Department of Economic and Social Affairs and a reclassification from D-2 to Assistant Secretary-General under section 27, Humanitarian assistance, for a Deputy Emergency Relief Coordinator. In accordance with action 18 of the report on strengthening of the United Nations, staffing resources of the Office of the Special Adviser on Africa will be redeployed from section 3, Political affairs, to section 11, United Nations support for the New Partnership for Africa's Development, as indicated in paragraph 52 above. The staff resources currently provided under general temporary assistance, including the Under-Secretary-General position, will be converted to established posts in 2004-2005. Also in the context of the strengthening of the United Nations a new position of Assistant Secretary-General is proposed to strengthen the management capacity of the Department of Economic and Social Affairs (action 16). As concerns the reclassification of the Deputy Emergency Relief Coordinator post from the D-2 to the Assistant Secretary-General level, this reflects the expanded responsibility of the Office for improving the coordination of international action to provide humanitarian assistance in disasters and complex emergencies and the critical role of the Emergency Relief Coordinator and Deputy Emergency Relief Coordinator in ensuring effective implementation and coordination of the humanitarian work of the United Nations.

D. Other factors underlying the budget proposals

71. A number of other important factors underlying budget proposals for 2004-2005 are detailed below.

Gender mainstreaming

72. The first time that the concept of gender mainstreaming was included in the budget document was in the programme budget for 2000-2001, pursuant to the adoption of agreed conclusions of the Economic and Social Council (1997/2) and General Assembly resolution 52/100 of 12 December 1997, by which the Assembly requested all bodies that dealt with programme and budgetary matters, including the Committee for Programme and Coordination, to ensure that all programmes, medium-term plans and programme budgets visibly mainstreamed a gender perspective. The Economic and Social Council's agreed conclusions defined gender mainstreaming as "the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels". This goes beyond the issue of gender balance with respect to the composition of the Secretariat, which focuses on the need to hire and promote more women.

73. Over the past two bienniums, programme managers have become more sensitive to the fact that the work carried out by the Organization may have a different impact on women and men. By paying greater attention to gender analysis, programme managers have become more keenly aware of the impact of their work on the intended beneficiaries in terms of gender. For instance, whether or not policies, programmes or projects have a positive or negative impact on women or men or whether the gender perspective has been factored into the problems to be addressed are questions that need to be posed when designing the programme of work and selecting the most appropriate outputs to be delivered. Anticipation and full realization of the intended results are important elements for the effective design and implementation of the Organization's work programme. While the budget document may be considered a gender-neutral instrument, the purpose of gender mainstreaming is to ensure that the work programmes of the Organization are not, at the same time, gender-blind.

74. There are many outputs in a proposed programme budget for 2004-2005 that clearly show the inclusion of gender mainstreaming in the work of the Organization. For example, the gender perspective has been included in outputs listed in 18 sections and cover subject matters such as peace and security; armed conflict; preventive action and peace-building; disarmament; national accounts; land, property and housing; trafficking in human beings and smuggling of migrants; combating corruption; transnational organized crime; poverty reduction; capacity-building; public policies; sustained growth with social equity; economic and social development; the non-market economy in national planning instruments; the labour market; civil society issues; credit; governance; human settlements; urban policies; entrepreneurship; industrial restructuring and enterprise development; environmental policies; health; internal and external migration; energy resources; refugee women, children/adolescents, the elderly and the environment; complex emergencies; water management; micro-financing; private sector organizations; food security; transport; post-conflict reconstruction and development; electoral processes; and information technology.

75. Sixteen sections of the budget include a gender dimension within the logical framework. For the first time, 76 indicators of achievement include specific measurements for gender mainstreaming; baselines and targets have therefore been established for performance measurement, and it is anticipated that this will improve performance in this area during the biennium 2004-2005.

Arrangements at Nairobi

76. The General Assembly, in its resolution 52/220 of 22 December 1997, requested the Secretary-General to bring the financial arrangements of the United Nations Office at Nairobi in line with those of similar United Nations administrative offices. Since then, and with a view to easing the administrative cost levied on the substantive programmes of the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat), the Secretary-General has made a commitment to gradually increase the regular budget component of the programme budget of the United Nations Office at Nairobi.

77. The General Assembly, in part I of its resolution 57/292 of 20 December 2002, welcomed the intention of the Secretary-General to continue to strengthen the Office. By the same resolution, the Assembly also urged him to increase the regular budget component of the Office in future bienniums so as to ensure that it would be able to fully execute programmes and activities within its mandate, and requested the Secretary-General to take into account the provisions of the resolution in the context of the proposed programme budget for the biennium 2004-2005.

78. In line with the directives of that resolution, the further strengthening of the regular budget component of the United Nations Office at Nairobi is reflected in the proposed programme budget for the biennium 2004-2005. The level of regular budget resources under section 29G, Administration, Nairobi, reflects an overall increase of 15 per cent over the revised appropriation for 2002-2003. The proposals to increase the regular budget resources of the Office would result in the release of UNEP and UN-Habitat extrabudgetary resources from administrative activities for reprogramming for substantive activities. As a result of the measures undertaken by the Secretary-General to strengthen the United Nations Office at Nairobi since the biennium 1998-1999, the total regular budget component under section 29G for the biennium 2004-2005 would comprise more than half of the total resources under that section, thus exceeding the amount of extrabudgetary resources for the first time since the establishment of the Office.

79. In response to one of the priorities of the medium-term plan for the period 2002-2005, namely, promotion of sustained economic growth and sustainable development in accordance with relevant General Assembly resolutions and recent United Nations conferences, the regular budget resources for UNEP and UN-Habitat reflect growth of 11.7 and 8 per cent respectively.

80. With regard to conference services in Nairobi, measures have been taken to strengthen capacity for planning and for monitoring the flow of documentation, and to strengthen support for interpretation and publishing services. Proposals are also made to strengthen the management of information technology and performance monitoring systems. In addition, section 33 includes provision for the full renovation of five conference rooms, as well as other ongoing improvements and maintenance provisions. A summary of the resources proposed for the United Nations Office at Nairobi is provided in the following table:

(Thousands of United States dollars)

Budget section	*2002-2003 revised appropriation*	*Growth*	*Percentage*	*2004-2005 (before recosting)*
Section 1, Overall policy-making, direction and coordination: Office of the Director-General, United Nations Office at Nairobi	395.8	156.8	39.6	552.6
Section 2, General Assembly affairs and conference services: Conference services, Nairobi	8 901.1	209.8	2.4	9 110.9
Section 14, Environment	8 355.1	984.7	11.7	9 339.8
Section 15, Human settlements	12 794.2	1 025.6	8.0	13 819.8
Section 29G, Administration, Nairobi	13 216.3	1 983.7	15.0	15 200.0
Section 33, Construction, alteration, improvement and major maintenance	2 459.7	905.7	36.8	3 365.4
Total	**46 122.2**	**5 266.3**	**11.4**	**51 388.5**

Methodology

81. The methodology followed in the preparation of the financial requirements under the programme budget remains unchanged from that used in the previous biennium and endorsed by the General Assembly in its resolution 47/212 A of 23 December 1992. Under that methodology, the revised appropriations for the current biennium, as approved by the Assembly in its resolution 57/293 A of 20 December 2002, are used as the starting point, that is, the basis against which change is calculated.

82. Proposed increases and reductions are measured against the revised appropriations for the biennium 2002-2003, indicating changes that are being proposed to the current budget. Those changes reflect, among other things, adjustments for the discontinuation of non-recurrent provisions in the current biennium and mandatory increases in the full resource provision in the biennium 2004-2005 for new posts under sections 1 to 12, 14 to 17, 19 to 22, 24, 26 to 30 and 34 approved by the General Assembly and costed in 2002-2003, with a delayed recruitment factor of 50 per cent for Professional posts and 65 per cent for General Service posts. Those changes are presented at the same nominal value as the revised appropriation in order to permit real resource comparability. The amount reflecting increases and decreases includes a provision of $26.7 million related to the delayed impact of costing new posts approved in 2002-2003. The appropriation and the changes (increase/reductions) are then recosted to provide for projected inflation and for the application of the relevant vacancy rate for Professional and General Service posts.

83. With regard to recosting, adjustments have to be made to bring the revised appropriations and proposed change in resources to 2004-2005 prices at the applicable exchange rates (see table 6). The related recosting provision is estimated at $152.4 million.

84. For salaries related to posts in the Professional category and above, adjustments relate to the predicted movement of post adjustment indices in 2003 (see table 7). Similarly, with regard to General Service salaries, recosting includes the forecast of probable cost-of-living adjustments in 2002 and 2003 based on anticipated inflation rates.

85. As concerns the vacancy rate for 2004-2005, a uniform rate of 5 per cent for Professionals and 1.5 per cent for the General Service and related categories is proposed for continuing posts. It will be recalled that for the biennium 2002-2003, the rates initially appropriated were 6.5 per cent for the Professional category and 3.1 per cent for the General Service category. On the basis of the experience for 2002, adjustments were approved in the context of the first performance report to revise the rates for 2002 to 5.7 per cent for Professional posts and 1.5 per cent for General Service posts; however, no adjustment has yet been made for 2003. Given that vacancy rates have tightened gradually over the course of the current and prior bienniums, uniform rates of 5 per cent for Professionals and 1.5 per cent for General Service posts are proposed for continuing posts for 2004-2005. As a result of the adjustments in the vacancy rates for continuing posts, a provision of $21.0 million is incorporated under recosting.

86. Common staff costs are budgeted as a percentage of net salary for each duty station. Those costs relate to allowances and benefits and the appointment, transfer and separation of staff.

87. With regard to currency, as the budget is expressed in United States dollars, the movement of currencies in relation to the dollar could have a sizeable impact on expenditures in other currencies. In the recosting, no attempt is made to forecast the movement of currencies vis-à-vis the United States dollar. This will be dealt with in accordance with existing procedures in December 2003.

Presentation

88. The proposed programme budget for 2004-2005 fulfils the Secretary-General's promise to deliver a shorter, more strategic budget, with supplementary details provided separately. The detailed technical costing information previously provided in the annex to each section is now separately provided directly to the Advisory Committee on Administrative and Budgetary Questions as supplementary information for use in its review of budget proposals. Further, the presentation of the programme budget has been strengthened through a number of new elements, namely: (a) the addition of baselines and targets for performance measurement under the programme of work; (b) the extension of the logical framework to proposals for the executive direction and management component of programmes; (c) new charts highlighting the allocation of resources within the programme of work; (d) tables summarizing the number of expected accomplishments and indicators of achievement established within each programme; (e) information on the number of non-recurrent and recurrent publications programmed under each section of the budget; and (f) a listing of recurrent outputs that are to be discontinued in the biennium 2004-2005 in an annex to budget sections. While the budget remains a lengthy document, these changes result in both a shorter document — two thirds of its previous length — and a more focused and strategic programme budget.

89. The presentation of the budget continues to include programmatic details in a results-based logical framework. Key terms and concepts of results-based budgeting can be found in the explanatory notes provided in the annex to the present document. Each section of the budget includes the following programmatic information:

- Objectives
- Expected accomplishments
- Indicators of achievement
- Performance measures (baselines and targets):

  2000-2001

  2002-2003

  2004-2005
- External factors
- Final outputs

90. With regard to financial information, the proposed programme budget continues to include the following:

- 2000-2001 expenditures
- 2002-2003 revised appropriations (see General Assembly resolution 57/293 A)
- Changes proposed for 2004-2005 in relation to the 2002-2003 appropriations (in both dollar and percentage terms)
- The total 2004-2005 proposals before recosting
- Recosting to preliminary 2004-2005 rates
- 2004-2005 estimates

91. The presentation of the proposed programme budget is consistent with that of the medium-term plan for the period 2002-2005, which also sets out objectives, expected accomplishments, indicators of achievement and performance measures and is fully in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). Within this framework, expected accomplishments and indicators of achievement have been formulated for the two-year period of the budget with the aim of maintaining linkage and conformity with the medium-term plan for 2002-2005, while at the same time addressing cases where concerns exist regarding the vague wording of some expected accomplishments and indicators of achievement.

92. The objectives of the subprogrammes in the programme budget for 2004-2005 are the same as those in the medium-term plan and represent a synthesis of legislative mandates spread over a period of time. The expected accomplishments, on the other hand, are more time-bound, representing the consequence of activities undertaken and outputs delivered over one biennium. In this connection, it is noted that the General Assembly, in its resolution 56/253, requested the Secretary-General to prepare the programme budget for 2004-2005 in full conformity with the medium-term plan, in particular with regard to expected accomplishments and indicators of achievement and taking into account mandates specific to the biennium. The principle of closely linking the medium-term plan and the programme budget is sound and will form the long-term basis for developing results-based budgeting in future bienniums. However, the Advisory Committee on Administrative and Budgetary Questions, in its report on the programme budget for the biennium 2002-2003,[4] expressed concerns about the vagueness of some objectives and

expected accomplishments. In an attempt to address the concerns of the Committee, a number of expected accomplishments in the budget have been modified from those originally presented in the medium-term plan so as to provide more specific and concrete accomplishments that would be more amenable to measurement. This inevitably has meant that it has not been possible to follow the desirable practice of matching expected accomplishments in the programme budget to those in the medium-term plan. Nevertheless, it was felt that the gains in specificity and concreteness outweighed the disadvantage of having to redraft expected accomplishments and modify the original text of the medium-term plan. In this connection, it is recalled that the wording of the medium-term plan was drafted and approved before the Assembly approved the introduction of results-based budgeting.

93. In an attempt to address another concern of the Advisory Committee on Administrative and Budgetary Questions, the outputs for the biennium 2004-2005 no longer include a separate category for "international cooperation and inter-agency coordination and liaison". In its review of the last three proposed programme budgets, the Advisory Committee has questioned the usefulness of the information presented under this category and has requested an improved presentation and a more streamlined and concentrated approach.[5] In order to ensure a more streamlined approach, as well as a greater emphasis on quantifiable and identifiable final outputs, this information is not presented as a separate output category for 2004-2005. Instead, the overview of each section includes, as appropriate, summary information on the role of the intermediate activity of international cooperation and inter-agency coordination and liaison as part of the overall strategy for the implementation of the programme. Final outputs directly related to the organization of United Nations System Chief Executives Board for Coordination and/or inter-agency meetings and activities continue to be presented as a final output (now reflected under the category "Other substantive activities").

94. In cases where performance measures could not be established prior to finalization of the budget, the standard terminology "to be determined" has been used. Where a particular indicator of achievement covers a new element not existing in or not relevant to previous periods, the wording "not applicable" has been used. Where baseline data, particularly in respect of 2000-2001, is no longer available, the designation "not available" has been used.

95. While some baseline data and targets are yet to be determined, the inclusion of performance measures in the programme of work for the first time in the budget represents another important step, not only towards the eventual measurement of results, but also towards more effective results-based management of the work programme. This reflects a change in the management culture of the Organization, with the focus shifting from the delivery of outputs to the delivery of outputs for a purpose. In this connection, programme managers were also required to conduct in-depth reviews of their outputs to ensure clear linkages between them and their expected results. With the inclusion of performance measures, the logical framework has been made fully operational and should, in the long run, make it easier for programme managers and staff to track progress made towards the overall direction of their activities. The need to gather data for the implementation of results-based budgeting is expected to prompt a more concerted effort to ensure that the work goes beyond just the delivery of outputs.

Extrabudgetary resources

96. The level of extrabudgetary resources anticipated during the biennium 2004-2005 is included in table 8. In summary, extrabudgetary resources in 2004-2005 are projected to finance a total of 7,527 posts, which are distributed by grade as shown in the table below. This compares with a total of 7,260 for the biennium 2002-2003. This total includes posts for support services and substantive activities financed from operational funds at established United Nations offices, as well as posts

financed from the support account for peacekeeping operations. A net increase in the number of posts reflected in the table below, notably at the D-1 and P-5 levels, is related largely to section 25, Protection of and assistance to refugees.

Category	*2002-2003 estimate*	*2004-2005 estimate*	*Change*
Professional and above			
ASG	3	3	-
D-2	35	35	-
D-1	137	144	7
P-5	398	432	34
P-4/3	1 785	1 952	167
P-2/1	334	401	67
Subtotal	**2 692**	**2 967**	**275**
General Service			
Principal level	112	124	12
Other level[a]	4 456	4 436	(20)
Subtotal	**4 568**	**4 560**	**(8)**
Total	**7 260**	**7 527**	**267**

[a] Includes Security Services, Trades and Crafts, Local level and Field Service posts.

97. During the biennium, extrabudgetary resources estimated at $4.2 billion, reflecting a net decrease of approximately $175.5 million, will be utilized for a variety of support, substantive and operational activities in the areas of conflict resolution, peacemaking, electoral assistance, mine action, dissemination and wider appreciation of international law, central support services and outreach activities at regional disarmament centres, among others. This distribution by section is shown in table 8 below.

98. The level of extrabudgetary resources to be received during a biennium and the number of posts to be funded cannot be determined with complete precision owing to the nature of voluntary contributions. As a result, estimates for current periods tend to be more precise than projections made for future budget periods. In using such information for extrabudgetary fund analysis, care should be taken with regard to trend analysis, as conclusions drawn on the basis of small variances from one period to the next may not be any more than a reflection of the lower quality of data projected for future periods as compared with more definitive data for current periods. For the biennium 2004-2005, an overall decrease of 4 per cent is projected as a net result of a number of increases and decreases in extrabudgetary funding estimates for planned operations in various areas, including a projected decrease in funding of $202 million under section 25, Protection of and assistance to refugees.

Notes

[1] *Official Records of the General Assembly, Fifty-seventh Session, Supplement No. 6* (A/57/6/Rev.1).

[2] Ibid., *Supplement No. 32* and corrigendum (A/57/32 and Corr.1).

[3] Ibid., *Fifty-sixth Session, Supplement No. 16* (A/56/32), para. 39.

[4] Ibid., *Supplement No. 7* (A/56/7).

[5] See Official Records of the General Assembly, Fifty-second Session, Supplement No. 7 (A/52/7/Rev.1), para. V.10; ibid., Fifty-fourth Session, Supplement No. 7 (A/54/7), para. 6; and ibid., Fifty-sixth Session, Supplement No. 7 (A/56/7), para. V.2.

Tables

Table 1 **Total budget**

(Thousands of United States dollars)

			Increase (decrease)	
	2002-2003	*2004-2005*	*Amount*	*Percentage*
Regular budget				
Expenditure	2 890 818.7	3 058 203.5	167 384.8	5.8
General income	41 381.5	26 610.9	(14 770.6)	(35.7)
Subtotal	**2 849 437.2**	**3 031 592.6**	**182 155.4**	**6.4**
Staff assessment income	373 048.1	380 712.5	7 664.4	2.1
Net regular budget	2 476 389.1	2 650 880.1	174 491.0	7.0
Extrabudgetary				
Support activities	668 516.1	699 996.5	31 480.4	4.7
Substantive activities	1 293 929.8	1 237 891.8	(56 038.0)	(4.3)
Operational activities	2 433 073.8	2 282 176.8	(150 897.0)	(6.2)
Total extrabudgetary	**4 395 519.7**	**4 220 065.1**	**(175 454.6)**	**(4.0)**
Total net budget	**6 871 908.8**	**6 870 945.2**	**(963.6)**	**(0.0)**

Table 2 **Posts by source of funds**

			Increase (decrease)	
	2002-2003	*2004-2005*	*Amount*	*Percentage*
Regular budget				
Expenditure	9 062.0	9 179.0	117.0	1.3
Income	124.0	108.0	(16.0)	(12.9)
Subtotal	**9 186.0**	**9 287.0**	**101.0**	**1.1**
Extrabudgetary				
Support activities	3 854.0	3 970.0	116.0	3.0
Substantive activities	798.0	912.0	114.0	14.3
Operational activities	2 608.0	2 645.0	37.0	1.4
Subtotal	**7 260.0**	**7 527.0**	**267.0**	**3.7**
Total	**16 446.0**	**16 814.0**	**368.0**	**2.2**

Table 3. **Summary of the proposed programme budget for the biennium 2004-2005**

(Thousands of United States dollars)

	2000-2001 expenditure	*2002-2003 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2004-2005 estimate*
			Amount	*Percentage*			
Part I							
Overall policy-making, direction and coordination	492 494.8	521 221.7	954.7	0.2	522 176.4	27 922.9	550 099.3
1. Overall policy-making, direction and coordination	45 727.3	50 628.8	3 416.2	6.7	54 045.0	3 142.9	57 187.9
2. General Assembly affairs and conference services	446 767.5	470 592.9	(2 461.5)	(0.5)	468 131.4	24 780.0	492 911.4
Part II							
Political affairs	245 620.2	349 886.8	(19 735.3)	(5.6)	330 151.5	20 537.3	350 688.8
3. Political affairs	158 563.3	251 550.3	(23 203.5)	(9.2)	228 346.8	11 808.8	240 155.6
4. Disarmament	13 787.3	15 821.1	837.5	5.3	16 658.6	1 011.7	17 670.3
5. Peacekeeping operations	69 899.6	78 200.1	2 372.4	3.0	80 572.5	7 483.3	88 055.8
6. Peaceful uses of outer space	3 370.0	4 315.3	258.3	6.0	4 573.6	233.5	4 807.1
Part III							
International justice and law	55 489.4	62 070.4	790.1	1.3	62 860.5	3 708.4	66 568.9
7. International Court of Justice	22 186.4	26 315.9	885.6	3.4	27 201.5	1 467.1	28 668.6
8. Legal affairs	33 303.0	35 754.5	(95.5)	(0.3)	35 659.0	2 241.3	37 900.3
Part IV							
International cooperation for development	260 816.1	287 256.5	14 843.4	5.2	302 099.9	17 019.8	319 119.7
9. Economic and social affairs	114 288.2	123 652.2	4 291.4	3.5	127 943.6	8 518.7	136 462.3
10. Least developed countries, landlocked developing countries and small island developing States	-	3 099.5	855.7	27.6	3 955.2	277.9	4 233.1
11. United Nations support for the New Partnership for Africa's Development	5 073.1	6 052.3	2 516.5	41.6	8 568.8	534.8	9 103.6
12. Trade and development	82 437.1	91 295.8	1 553.8	1.7	92 849.6	4 148.6	96 998.2
13. International Trade Centre UNCTAD/WTO	16 839.5	19 373.9	1 065.4	5.5	20 439.3	498.7	20 938.0
14. Environment	8 511.6	8 355.1	984.7	11.8	9 339.8	672.5	10 012.3
15. Human settlements	14 815.0	12 794.2	1 025.6	8.0	13 819.8	1 098.3	14 918.1
16. Crime prevention and criminal justice	4 825.1	6 339.8	1 619.6	25.5	7 959.4	416.2	8 375.6
17. International drug control	14 026.5	16 293.7	930.7	5.7	17 224.4	854.1	18 078.5
Part V							
Regional cooperation for development	328 183.3	352 410.8	8 797.0	2.5	361 207.8	17 693.1	378 900.9
18. Economic and social development in Africa	72 035.6	83 865.9	1 700.6	2.0	85 566.5	2 550.7	88 117.2
19. Economic and social development in Asia and the Pacific	53 345.7	58 821.3	1 908.4	3.2	60 729.7	3 997.4	64 727.1
20. Economic development in Europe	39 162.7	43 798.8	1 075.9	2.5	44 874.7	2 073.4	46 948.1
21. Economic and social development in Latin America and the Caribbean	76 836.1	73 210.5	2 888.6	3.9	76 099.1	5 112.6	81 211.7
22. Economic and social development in Western Asia	45 729.5	49 842.8	1 223.5	2.5	51 066.3	2 633.4	53 699.7
23. Regular programme of technical cooperation	41 073.7	42 871.5	-	-	42 871.5	1 325.6	44 197.1

	2000-2001 expenditure	2002-2003 appropriation	Resource growth		Total before recosting	Recosting	2004-2005 estimate
			Amount	Percentage			
Part VI							
Human rights and humanitarian affairs	120 829.6	142 388.4	8 266.3	5.8	150 654.7	7 658.2	158 312.9
24. Human rights	38 056.4	47 576.3	3 655.1	7.7	51 231.4	2 309.0	53 540.4
25. Protection of and assistance to refugees	40 399.9	45 956.0	2 500.0	5.4	48 456.0	826.1	49 282.1
26. Palestine refugees	23 979.3	28 278.7	864.2	3.1	29 142.9	3 442.2	32 585.1
27. Humanitarian assistance	18 394.0	20 577.4	1 247.0	6.1	21 824.4	1 080.9	22 905.3
Part VII							
Public information	141 136.2	147 107.6	3 030.5	2.1	150 138.1	8 663.9	158 802.0
28. Public information	141 136.2	147 107.6	3 030.5	2.1	150 138.1	8 663.9	158 802.0
Part VIII							
Common support services	439 599.8	451 342.1	31 433.4	7.0	482 775.5	23 353.6	506 129.1
29. Management and central support services	439 599.8	451 342.1	31 433.4	7.0	482 775.5	23 353.6	506 129.1
A. Office of the Under-Secretary-General for Management	9 216.0	9 789.7	(736.2)	(7.5)	9 053.5	644.8	9 698.3
B. Office of Programme Planning, Budget and Accounts	25 006.8	26 328.5	263.8	1.0	26 592.3	1 751.6	28 343.9
C. Office of Human Resources Management	49 092.0	50 509.2	2 800.3	5.5	53 309.5	3 494.7	56 804.2
D. Office of Central Support Services	232 487.3	233 257.0	22 618.0	9.7	255 875.0	12 891.8	268 766.8
E. Administration, Geneva	84 890.8	92 243.1	3 693.4	4.0	95 936.5	2 523.8	98 460.3
F. Administration, Vienna	23 736.1	25 998.3	810.4	3.1	26 808.7	1 039.2	27 847.9
G. Administration, Nairobi	15 170.8	13 216.3	1 983.7	15.0	15 200.0	1 007.7	16 207.7
Part IX							
Internal oversight	18 475.5	20 946.6	466.7	2.2	21 413.3	1 434.1	22 847.4
30. Internal oversight	18 475.5	20 946.6	466.7	2.2	21 413.3	1 434.1	22 847.4
Part X							
Jointly financed administrative activities and special expenses	61 526.9	85 845.2	6 567.9	7.7	92 413.1	10 405.0	102 818.1
31. Jointly financed administrative activities	9 072.7	20 747.0	1 803.3	8.7	22 550.3	1 983.3	24 533.6
32. Special expenses	52 454.2	65 098.2	4 764.6	7.3	69 862.8	8 421.7	78 284.5
Part XI							
Capital expenditures	47 868.5	88 341.1	(35 871.8)	(40.6)	52 469.3	1 775.7	54 245.0
33. Construction, alteration, improvement and major maintenance	47 868.5	88 341.1	(35 871.8)	(40.6)	52 469.3	1 775.7	54 245.0
Part XII							
Staff assessment	335 844.4	368 936.5	(4 515.4)	(1.2)	364 421.1	12 185.3	376 606.4
34. Staff assessment	335 844.4	368 936.5	(4 515.4)	(1.2)	364 421.1	12 185.3	376 606.4
Part XIII							
Development Account	13 065.0	13 065.0	-	-	13 065.0	-	13 065.0
35. Development Account	13 065.0	13 065.0	-	-	13 065.0	-	13 065.0
Total, regular budget	**2 560 949.7**	**2 890 818.7**	**15 027.5**	**0.5**	**2 905 846.2**	**152 357.3**	**3 058 203.5**

Table 4. **Summary of 2004-2005 regular budget estimates by object of expenditure**

(Thousands of United States dollars)

Object of expenditure	*2000-2001 expenditure*	*2002-2003 appropriation*	*Resource growth*		*Total before recosting*	*Recosting*	*2004-2005 estimate*
			Amount	*Percentage*			
Posts	1 386 871.5	1 493 326.7	41 509.8	2.8	1 534 836.5	94 952.8	1 629 789.3
Other staff costs	234 571.4	277 601.2	(128 461.2)	(46.3)	149 140.0	10 504.8	159 644.8
Non-staff compensation	9 594.3	9 790.1	(396.4)	(4.0)	9 393.7	83.3	9 477.0
Consultants and experts	19 377.7	25 191.1	(4 603.2)	(18.3)	20 587.9	717.8	21 305.7
Travel of representatives	17 660.9	23 206.7	497.6	2.1	23 704.3	1 054.4	24 758.7
Travel of staff	34 298.0	32 870.5	(5 427.0)	(16.5)	27 443.5	1 219.8	28 663.3
Contractual services	69 799.1	79 300.5	3 121.8	3.9	82 422.3	3 797.8	86 220.1
General operating expenses	188 824.4	212 946.0	(11 292.4)	(5.3)	201 653.6	9 830.0	211 483.6
Hospitality	946.8	1 146.7	(76.3)	(6.7)	1 070.4	43.1	1 113.5
Supplies and materials	26 349.3	29 224.0	(1 034.0)	(3.5)	28 190.0	1 058.9	29 248.9
Furniture and equipment	38 964.5	41 565.7	(1 462.9)	(3.5)	40 102.8	1 491.6	41 594.4
Improvement of premises	39 909.7	92 856.1	(40 386.8)	(43.5)	52 469.3	1 775.7	54 245.0
Grants and contributions	100 024.5	140 611.5	3 310.4	2.4	143 921.9	4 558.8	148 480.7
Other	393 757.6	431 181.9	159 728.1	37.0	590 910.0	21 268.5	612 178.5
Total	**2 560 949.7**	**2 890 818.7**	**15 027.5**	**0.5**	**2 905 846.2**	**152 357.3**	**3 058 203.5**

Table 5. **Established and temporary posts authorized for the biennium 2002-2003 and proposed for the biennium 2004-2005 under the regular budget**

	Professional category and above								
Budget section and organizational unit	*DSG/USG*	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Subtotal*
1. Overall policy-making, direction and coordination									
2002-2003	3	2	7	10	15	14	9	3	63
New posts	-	-	1	1	1	2	2	-	7
Reclassification	-	-	-	-	-	-	1	(1)	-
2004-2005	3	2	8	11	16	16	12	2	70
2. General Assembly affairs and conference services									
2002-2003	1	1	4	20	156	375	352	31	940
New posts	-	-	-	-	-	-	1	-	1
Reclassification	-	-	-	1	-	-	(1)	-	-
Conversion	-	-	-	-	2	3	5	-	10
Redeployment	-	-	1	-	2	-	-	-	3
Abolition	-	-	-	-	-	-	-	-	-
2004-2005	1	1	5	21	160	378	357	31	954
3. Political affairs									
2002-2003	2	2	7	13	34	35	33	10	136
New posts	-	-	-	-	-	1	1	-	2
Reclassification	-	-	-	-	-	-	-	-	-
Conversion	-	-	-	-	1	-	1	1	3
2004-2005	2	2	7	13	35	36	35	11	141
4. Disarmament									
2002-2003	1	-	2	2	11	9	4	4	33
New posts	-	-	-	1	1	-	1	-	3
2004-2005	1	-	2	3	12	9	5	4	36
5. Peacekeeping operations									
2002-2003	1	3	6	7	7	8	5	7	44
Conversion	-	-	-	-	-	1	1	-	2
Redeployment	-	-	-	-	1	-	3	1	5
2004-2005	1	3	6	7	8	9	9	8	51
6. Peaceful uses of outer space									
2002-2003	-	-	1	1	2	5	3	3	15
2004-2005	-	-	1	1	2	5	3	3	15
7. International Court of Justice									
2002-2003	-	1	1	1	3	13	16	5	40
New posts	-	-	-	-	-	1	-	-	1
Conversion	-	-	-	-	-	-	-	5	5
2004-2005	-	1	1	1	3	14	16	10	46
8. Legal affairs									
2002-2003	1	1	3	7	17	18	24	11	82
New posts	-	-	1	-	1	-	-	2	4
Redeployment	-	-	-	-	(1)	-	-	-	(1)
Abolition	-	-	-	-	-	-	-	-	-
2004-2005	1	1	4	7	17	18	24	13	85

General Service and related categories							
Principal level	*Other level*	*Security Service*	*Field Service*[a]	*Trades and Crafts*	*Local level*	*Subtotal*	*Total*
10	64	-	-	-	2	76	139
-	3	-	-	-	-	3	10
2	(2)	-	-	-	-	-	-
12	65	-	-	-	2	79	149
83	800	-	-	86	15	984	1 924
-	-	-	-	-	-	-	1
4	(4)	-	-	-	-	-	-
-	2	-	-	-	-	2	12
1	4	-	-	-	-	5	8
-	(12)	-	-	(8)	-	(20)	(20)
88	790	-	-	78	15	971	1 925
6	82	5	4	-	18	115	251
-	-	1	-	-	4	5	7
1	(1)	-	-	-	-	-	-
-	5	-	-	-	-	5	8
7	86	6	4	-	22	125	266
4	16	-	-	-	-	20	53
-	2	-	-	-	-	2	5
4	18	-	-	-	-	22	58
1	22	-	130	-	157	310	354
-	-	-	-	-	-	-	2
-	1	-	-	-	-	1	6
1	23	-	130	-	157	311	362
-	5	-	-	-	-	5	20
-	5	-	-	-	-	5	20
6	45	-	-	-	-	51	91
-	2	-	-	-	-	2	3
-	-	-	-	-	-	-	5
6	47	-	-	-	-	53	99
12	51	-	-	-	-	63	145
-	1	-	-	-	-	1	5
-	(2)	-	-	-	-	(2)	(3)
(1)	(1)	-	-	-	-	(2)	(2)
11	49	-	-	-	-	60	145

Budget section and organizational unit	Professional category and above								
	USG/USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2/1	Subtotal
9. Economic and social affairs									
2002-2003	1	2	10	34	60	89	62	48	306
New posts	-	1	-	-	4	1	3	1	10
Reclassification	-	-	-	-	-	-	-	-	-
2004-2005	1	3	10	34	64	90	65	49	316
10. Least developed countries, landlocked developing countries and small island developing States									
2002-2003	1	-	1	-	2	3	1	1	9
New posts	-	-	-	1	-	-	-	-	1
2004-2005	1	-	1	1	2	3	1	1	10
11. United Nations support for the New Partnership for Africa's Development									
2002-2003	-	-	1	1	4	3	5	-	14
Conversion	1	-	-	1	-	1	2	-	5
2004-2005	1	-	1	2	4	4	7	-	19
12. Trade and development									
2002-2003	1	1	5	17	46	54	71	31	226
New posts	-	-	1	-	-	1	-	-	2
Reclassification	-	-	-	-	-	-	-	-	-
2004-2005	1	1	6	17	46	55	71	31	228
14. Environment									
2002-2003	1	-	3	1	7	10	4	2	28
New posts	-	-	-	-	2	-	-	-	2
2004-2005	1	-	3	1	9	10	4	2	30
15. Human settlements									
2002-2003	1	-	1	3	7	17	12	5	46
New posts	-	-	-	-	1	1	-	-	2
Reclassification	-	-	-	1	-	(1)	-	-	-
2004-2005	1	-	1	4	8	17	12	5	48
16. Crime prevention and criminal justice									
2002-2003	-	-	1	2	5	9	6	2	25
New posts	-	-	-	-	-	1	1	-	2
2004-2005	-	-	1	2	5	10	7	2	27
17. International drug control									
2002-2003	1	-	1	2	6	15	15	9	49
New posts	-	-	-	-	-	2	1	-	3
Reclassification	-	-	-	-	1	(1)	-	-	-
2004-2005	1	-	1	2	7	16	16	9	52
18. Economic and social development in Africa									
2002-2003	1	-	1	16	41	62	72	29	222
Reclassification	-	-	-	-	1	(1)	-	1	1
2004-2005	1	-	1	16	42	61	72	30	223

General Service and related categories							
Principal level	*Other level*	*Security Service*	*Field Service*[a]	*Trades and Crafts*	*Local level*	*Subtotal*	*Total*
33	194	-	-	-	-	227	533
-	3	-	-	-	-	3	13
1	(1)	-	-	-	-	-	-
34	196	-	-	-	-	230	546
-	4	-	-	-	-	4	13
-	1	-	-	-	-	1	2
-	5	-	-	-	-	5	15
1	7	-	-	-	1	9	23
-	2	-	-	-	-	2	7
1	9	-	-	-	1	11	30
12	155	-	-	-	-	167	393
-	-	-	-	-	-	-	2
1	(1)	-	-	-	-	-	-
13	154	-	-	-	-	167	395
1	5	-	-	-	11	17	45
-	-	-	-	-	1	1	3
1	5	-	-	-	12	18	48
-	2	-	-	-	23	25	71
-	-	-	-	-	1	1	3
-	-	-	-	-	-	-	-
-	2	-	-	-	24	26	74
1	8	-	-	-	-	9	34
-	1	-	-	-	-	1	3
1	9	-	-	-	-	10	37
3	21	-	-	-	-	24	73
-	1	-	-	-	-	1	4
-	-	-	-	-	-	-	-
3	22	-	-	-	-	25	77
-	3	-	3	-	344	350	572
1	(1)	-	-	-	(1)	(1)	-
1	2	-	3	-	343	349	572

Budget section and organizational unit	Professional category and above								
	DSG USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2 1*	*Subtotal*
19. Economic and social development in Asia and the Pacific									
2002-2003	1	-	1	11	29	55	48	30	175
New posts	-	-	-	-	-	-	-	5	5
Abolition	-	-	-	-	-	-	-	-	-
2004-2005	1	-	1	11	29	55	48	35	180
20. Economic development in Europe									
2002-2003	1	-	1	9	23	32	33	20	119
New posts	-	-	-	-	-	1	1	-	2
Reclassification	-	-	-	-	-	3	(3)	-	-
2004-2005	1	-	1	9	23	36	31	20	121
21. Economic and social development in Latin America and the Caribbean									
2002-2003	1	-	1	13	28	57	47	39	186
New posts	-	-	-	-	-	2	-	1	3
Reclassification	-	-	-	-	-	1	1	3	5
Abolition	-	-	-	-	-	-	-	-	-
2004-2005	1	-	1	13	28	60	48	43	194
22. Economic and social development in Western Asia									
2002-2003	1	-	1	7	21	34	27	15	106
Reclassification	-	-	-	-	2	(2)	-	1	1
2004-2005	1	-	1	7	23	32	27	16	107
24. Human rights									
2002-2003	1	1	1	3	16	28	42	17	109
New posts	-	-	1	1	2	3	1	-	8
Conversion	-	-	-	-	1	1	3	-	5
2004-2005	1	1	2	4	19	32	46	17	122
25. Protection of and assistance to refugees									
2002-2003	1	1	-	-	-	-	-	-	2
2004-2005	1	1	-	-	-	-	-	-	2
26. Palestine refugees									
2002-2003	1	1	2	11	18	41	18	2	94
2004-2005	1	1	2	11	18	41	18	2	94
27. Humanitarian assistance									
2002-2003	1	-	3	4	9	10	9	5	41
New posts	-	-	-	-	1	1	3	-	5
Reclassification	-	1	(1)	-	-	-	-	-	-
2004-2005	1	1	2	4	10	11	12	5	46
28. Public information									
2002-2003	1	-	4	20	38	71	85	61	280
Reclassification	-	-	-	-	-	-	-	-	-
Redeployment	-	-	-	-	(1)	-	(3)	(1)	(5)
2004-2005	1	-	4	20	37	71	82	60	275

General Service and related categories							
Principal level	*Other level*	*Security Service*	*Field Service*[a]	*Trades and Crafts*	*Local level*	*Subtotal*	*Total*
-	-	-	-	-	327	327	502
-	-	-	-	-	-	-	5
-	-	-	-	-	(12)	(12)	(12)
-	-	-	-	-	315	315	495
6	73	-	-	-	-	79	198
-	1	-	-	-	-	1	3
-	-	-	-	-	-	-	-
6	74	-	-	-	-	80	201
-	4	-	1	-	311	316	502
-	-	-	-	-	-	-	3
-	-	-	(1)	-	(4)	(5)	-
-	-	-	-	-	(1)	(1)	(1)
-	4	-	-	-	306	310	504
-	-	-	3	-	182	185	291
-	-	-	-	-	(1)	(1)	-
-	-	-	3	-	181	184	291
2	55	-	-	-	-	57	166
-	-	-	-	-	-	-	8
-	-	-	-	-	-	-	5
2	55	-	-	-	-	57	179
-	-	-	-	-	-	-	2
-	-	-	-	-	-	-	2
-	11	-	-	-	-	11	105
-	11	-	-	-	-	11	105
2	15	-	-	-	-	17	58
-	-	-	-	-	-	-	5
-	-	-	-	-	-	-	-
2	15	-	-	-	-	17	63
8	231	-	44	-	191	474	754
2	(2)	-	-	-	-	-	-
-	6	-	-	-	(7)	(1)	(6)
10	235	-	44	-	184	473	748

Budget section and organizational unit	Professional category and above								
	DSG USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2 1*	*Subtotal*
29. Management and central support services									
2002-2003	1	3	11	27	71	97	104	60	374
New posts	-	-	-	-	-	7	4	2	13
Reclassification	-	-	2	-	2	(4)	-	1	1
Redeployment	-	-	(1)	-	(1)	-	-	-	(2)
Abolition	-	-	-	-	-	-	-	-	-
2004-2005	1	3	12	27	72	100	108	63	386
29A. Office of the Under-Secretary-General for Management									
2002-2003	1	-	2	3	9	3	1	-	19
New posts	-	-	-	-	-	1	-	-	1
Reclassification	-	-	-	-	1	(1)	-	-	-
Redeployment	-	-	(1)	-	(1)	-	-	-	(2)
2004-2005	1	-	1	3	9	3	1	-	18
29B. Office of Programme Planning, Budget and Accounts									
2002-2003	-	1	2	6	8	16	16	9	58
New posts	-	-	-	-	-	2	-	-	2
Reclassification	-	-	1	-	1	(2)	-	-	-
2004-2005	-	1	3	6	9	16	16	9	60
29C. Office of Human Resources Management									
2002-2003	-	1	3	5	16	20	18	11	74
2004-2005	-	1	3	5	16	20	18	11	74
29D. Office of Central Support Services									
2002-2003	-	1	2	8	22	33	39	17	122
New posts	-	-	-	-	-	-	2	1	3
Reclassification	-	-	-	-	1	(1)	-	-	-
Abolition	-	-	-	-	-	-	-	-	-
2004-2005	-	1	2	8	23	32	41	18	125
29E. Administration, Geneva									
2002-2003	-	-	1	3	9	14	12	13	52
Reclassification	-	-	-	1	(1)	-	-	-	-
2004-2005	-	-	1	4	8	14	12	13	52
29F. Administration, Vienna									
2002-2003	-	-	1	1	4	6	5	1	18
New posts	-	-	-	-	-	-	1	-	1
Reclassification	-	-	-	-	-	-	-	1	1
2004-2005	-	-	1	1	4	6	6	2	20
29G. Administration, Nairobi									
2002-2003	-	-	-	1	3	5	13	9	31
New posts	-	-	-	-	-	4	1	1	6
Reclassification	-	-	1	(1)	-	-	-	-	-
2004-2005	-	-	1	-	3	9	14	10	37
30. Internal oversight									
2002-2003	1	-	1	4	12	20	15	8	61
New posts	-	-	1	-	-	-	-	-	1
2004-2005	1	-	2	4	12	20	15	8	62

General Service and related categories							
Principal level	*Other level*	*Security Service*	*Field Service*[a]	*Trades and Crafts*	*Local level*	*Subtotal*	*Total*
70	791	212	-	103	109	1 285	1 659
-	4	-	-	-	11	15	28
2	(3)	-	-	-	-	(1)	-
(1)	(2)	-	-	-	-	(3)	(5)
-	(1)	-	-	-	-	(1)	(1)
71	789	212	-	103	120	1 295	1 681
4	22	-	-	-	-	26	45
-	1	-	-	-	-	1	2
-	-	-	-	-	-	-	-
(1)	(2)	-	-	-	-	(3)	(5)
3	21	-	-	-	-	24	42
8	66	-	-	-	-	74	132
-	1	-	-	-	-	1	3
-	-	-	-	-	-	-	-
8	67	-	-	-	-	75	135
13	83	-	-	-	-	96	170
13	83	-	-	-	-	96	170
19	246	212	-	103	-	580	702
-	1	-	-	-	-	1	4
1	(1)	-	-	-	-	-	-
-	(1)	-	-	-	-	(1)	(1)
20	245	212	-	103	-	580	705
21	310	-	-	-	-	331	383
-	-	-	-	-	-	-	-
21	310	-	-	-	-	331	383
5	64	-	-	-	-	69	87
-	1	-	-	-	-	1	2
1	(2)	-	-	-	-	(1)	-
6	63	-	-	-	-	69	89
-	-	-	-	-	109	109	140
-	-	-	-	-	11	11	17
-	-	-	-	-	-	-	-
-	-	-	-	-	120	120	157
9	20	-	-	-	1	30	91
-	-	-	-	-	-	-	1
9	20	-	-	-	1	30	92

Budget section and organizational unit	Professional category and above								
	DSG USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*Subtotal*
Total regular budget									
2002-2003	27	19	81	246	688	1 184	1 122	458	3 825
New posts	-	1	5	4	13	24	19	11	77
Reclassification	-	1	1	2	6	(5)	(2)	5	8
Conversion	1	-	-	1	4	6	12	6	30
Redeployment	-	-	-	-	-	-	-	-	-
Abolition	-	-	-	-	-	-	-	-	-
2004-2005	28	21	87	253	711	1 209	1 151	480	3 940
Income section 3. Services to the public									
2002-2003	-	-	-	1	2	9	4	4	20
Reclassification	-	-	-	-	1	(1)	1	(1)	-
Abolition	-	-	-	-	-	(2)	(1)	(1)	(4)
2004-2005	-	-	-	1	3	6	4	2	16
Total regular budget and income section 3									
2002-2003	27	19	81	247	690	1 193	1 126	462	3 845
New posts	-	1	5	4	13	24	19	11	77
Reclassification	-	1	1	2	7	(6)	(1)	4	8
Conversion	1	-	-	1	4	6	12	6	30
Redeployment	-	-	-	-	-	-	-	-	-
Abolition	-	-	-	-	-	(2)	(1)	(1)	(4)
2004-2005	28	21	87	254	714	1 215	1 155	482	3 956

[a] Including National Officer posts.

General Service and related categories							
Principal level	*Other level*	*Security Service*	*Field Service*[a]	*Trades and Crafts*	*Local level*	*Subtotal*	*Total*
270	2 684	217	185	189	1 692	5 237	9 062
-	19	1	-	-	17	37	114
14	(15)	-	(1)	-	(6)	(8)	-
-	9	-	-	-	-	9	39
-	7	-	-	-	(7)	-	-
(1)	(14)	-	-	(8)	(13)	(36)	(36)
283	2 690	218	184	181	1 683	5 239	9 179
8	94	2	-	-	-	104	124
2	(2)	-	-	-	-	-	-
-	(11)	-	-	-	-	(11)	(15)
10	81	2	-	-	-	93	109
278	2 778	219	185	189	1 692	5 341	9 186
-	19	1	-	-	17	37	114
16	(17)	-	(1)	-	(6)	(8)	-
-	9	-	-	-	-	9	39
-	7	-	-	-	(7)	-	-
(1)	(25)	-	-	(8)	(13)	(47)	(51)
293	2 771	220	184	181	1 683	5 332	9 288

Table 6 **Rates of exchange of various currencies relative to the United States dollar and annual rates of inflation for 2002 to 2005, by main duty station**

	Rates of exchange				*Average annual rates of inflation (percentage)*			
Main duty station (currency)	*2002*[a]	*2003*[a]	*2004*	*2005*	*2002*[a]	*2003*[a]	*2004*	*2005*
Vienna (euro)	1.07	1.07	1.07	1.07	2.6	1.6	1.6	1.6
Santiago (Chilean peso)	687.08	735.00	735.00	735.00	1.9	2.9	2.9	2.9
Addis Ababa (Ethiopian birr)	8.53	8.57	8.57	8.57	0.0	0.0	0.0	0.0
United Nations Military Observer Group in India and Pakistan (Indian rupee)	48.31	48.31	48.31	48.31	5.0	5.9	5.9	5.9
Economic and Social Commission for Western Asia (Lebanese pound)	1 502.33	1 509.00	1 509.00	1 509.00	4.0	1.5	1.5	1.5
Gaza/United Nations Relief and Works Agency for Palestine Refugees in the Near East/United Nations Truce Supervision Organization (shekel)	4.67	4.72	4.72	4.72	6.2	2.7	2.7	2.7
Nairobi (Kenyan shilling)	78.46	78.46	78.46	78.46	2.4	2.0	2.0	2.0
Mexico (Mexican peso)	9.43	9.90	9.90	9.90	2.5	4.0	4.0	4.0
The Hague (euro)	1.07	1.07	1.07	1.07	5.4	2.3	2.3	2.3
Bangkok (Thai baht)	42.91	43.17	43.17	43.17	0.2	1.9	1.9	1.9
Port-of-Spain (Trinidad and Tobago dollar)	6.10	6.10	6.10	6.10	5.5	3.1	3.1	3.1
New York (US dollar)	1.00	1.00	1.00	1.00	1.9	2.2	2.2	2.2
Office of the United Nations Security Coordinator (US dollar)	1.00	1.00	1.00	1.00	1.9	2.2	2.2	2.2
Geneva (Swiss franc)	1.58	1.58	1.58	1.58	0.3	0.8	0.8	0.8
Information Centres (US dollar)[b]	1.00	1.00	1.00	1.00	1.9	2.2	2.2	2.2

[a] Revised 2002-2003 appropriations.
[b] Combined effect of inflation and exchange rate changes.

Table 7 **Post adjustment multiplier and cost-of-living adjustment for 2002 to 2005, by main duty station**

	Post adjustment multiplier (Professional)				*Cost-of-living adjustment (General Service)*			
Main duty station	*2002*[a]	*2003*[a]	*2004*[b]	*2005*[b]	*2002*[a]	*2003*[a]	*2004*	*2005*
Vienna	15.1	16.1	18.0	19.9	2.9	1.6	1.6	1.6
Santiago	1.5	5.4	8.4	11.6	2.4	2.9	2.9	2.9
Addis Ababa	9.2	13.3	13.3	13.3	4.8	0.0	0.0	0.0
United Nations Military Observer Group in India and Pakistan	5.3	6.8	13.1	19.7	7.8	5.9	5.9	5.9
Economic and Social Commission for Western Asia	32.1	35.7	37.7	39.8	4.3	1.5	1.5	1.5
Gaza/United Nations Relief and Works Agency for Palestine Refugees in the Near East/United Nations Truce Supervision Organization	14.8	25.5	28.9	32.4	0.0	2.7	2.7	2.7
Nairobi	5.4	9.5	11.6	13.9	4.3	2.0	2.0	2.0
Mexico	13.5	13.4	18.0	22.7	3.0	4.0	4.0	4.0
The Hague	10.0	17.3	20.0	22.8	4.5	2.3	2.3	2.3
Bangkok	3.3	8.4	10.4	12.5	4.9	1.9	1.9	1.9
Port-of-Spain	12.8	19.0	22.7	26.5	5.3	3.1	3.1	3.1
New York	42.8	46.7	50.0	53.3	2.5	2.2	2.2	2.2
United Nations Security Coordinator	14.0	13.7	16.2	18.8	2.5	2.2	2.2	2.2
Geneva	30.4	35.8	36.9	38.0	2.5	0.8	0.8	0.8
Information centres	13.7	14.0	16.6	19.1	2.5	2.2	2.2	2.2

[a] Revised 2002-2003 appropriations.

[b] Multipliers for 2004 onwards are adjusted for the consolidation of 2.8 multiplier points effective 1 March 2003.

Table 8 **Estimates of extrabudgetary funds in the bienniums 2002-2003 and 2004-2005, by section of the programme budget**

(Thousands of United States dollars)

	Support	*Substantive*	*Operational*	*Total*
Part I				
Overall policy-making, direction and coordination				
1. Overall policy-making, direction and coordination				
2002-2003	4 180.1	3 172.1	7 516.3	14 868.5
2004-2005	6 811.2	3 010.2	8 264.7	18 086.1
2. General Assembly affairs and conference services				
2002-2003	12 504.5	11 938.1	-	24 442.6
2004-2005	10 162.3	11 938.2	-	22 100.5
Part II				
Political affairs				
3. Political affairs				
2002-2003	123.2	14 238.1	-	14 361.3
2004-2005	123.2	10 782.2	-	10 905.4
4. Disarmament				
2002-2003	448.6	1 477.5	3 875.4	5 801.5
2004-2005	415.5	1 217.0	4 102.9	5 735.4
5. Peacekeeping operations				
2002-2003	124 982.2	46 149.3	-	171 131.5
2004-2005	137 042.8	70 243.6	-	207 286.4
6. Peaceful uses of outer space				
2002-2003	-	826.0	-	826.0
2004-2005	-	700.0	-	700.0
Part III				
International law and justice				
8. Legal affairs				
2002-2003	4 596.3	1 182.0	-	5 778.3
2004-2005	4 982.3	644.0	-	5 626.3
Part IV				
International cooperation for development				
9. Economic and social affairs				
2002-2003	6 827.6	14 768.9	104 300.0	125 896.5
2004-2005	6 520.1	6 873.3	93 900.0	107 293.4
10. Least developed countries, landlocked developing countries and small island developing States				
2002-2003	-	486.0	-	486.0
2004-2005	-	15.1	-	15.1
11. United Nations support for the New Partnership for Africa's Development				
2002-2003	-	98.5	-	98.5
2004-2005	-	161.2	-	161.2
12. Trade and development				
2002-2003	4 493.5	1 510.0	36 225.0	42 228.5
2004-2005	4 538.7	0	36 587.9	41 126.6
13. International Trade Centre UNCTAD/WTO				
2002-2003	-	-	-	0.0
2004-2005	-	-	-	0.0
14. Environment				
2002-2003	13 205.0	25 233.8	160 868.7	199 307.5
2004-2005	13 056.2	30 627.9	197 045.7	240 729.8

	Support	*Substantive*	*Operational*	*Total*
15. Human settlements				
2002-2003	2 939.2	11 624.2	270 895.8	285 459.2
2004-2005	3 670.3	7 243.9	200 164.8	211 079.0
16. Crime prevention and criminal justice				
2002-2003	755.2	1 551.0	4 258.0	6 564.2
2004-2005	787.9	1 585.0	4 476.0	6 848.9
17. International drug control				
2002-2003	4 973.7	11 255.8	150 331.1	166 560.6
2004-2005	5 172.6	11 706.1	154 074.8	170 953.5
Part V				
Regional cooperation for development				
18. Economic and social development in Africa				
2002-2003	2 792.6	-	21 268.2	24 060.8
2004-2005	3 268.9	-	29 497.4	32 766.3
19. Economic and social development in Asia and the Pacific				
2002-2003	2 828.8	453.0	19 826.7	23 108.5
2004-2005	2 963.8	0.0	16 000.0	18 963.8
20. Economic development in Europe				
2002-2003	795.5	7 924.4	8 413.3	17 133.2
2004-2005	976.2	6 009.9	8 710.2	15 696.3
21. Economic and social development in Latin America and the Caribbean				
2002-2003	1 765.0	0.0	17 226.2	18 991.2
2004-2005	1 650.0	0.0	15 504.8	17 154.8
22. Economic and social development in Western Asia				
2002-2003	193.9	-	2 162.8	2 356.7
2004-2005	156.6	-	1 243.4	1 400.0
Part VI				
Human rights and humanitarian affairs				
24. Human rights				
2002-2003	3 758.9	62 382.2	24 005.9	90 147.0
2004-2005	4 160.4	60 107.4	25 838.7	90 106.5
25. Protection of and assistance to refugees				
2002-2003	334 677.6	1 003 396.2	713 456.6	2 051 530.4
2004-2005	337 909.5	933 447.0	578 192.5	1 849 549.0
26. Palestine refugees				
2002-2003	-	-	766 909.8	766 909.8
2004-2005	-	-	796 009.3	796 009.3
27. Humanitarian assistance				
2002-2003	6 422.0	42 527.7	121 478.0	170 427.7
2004-2005	8 409.6	48 024.0	112 524.5	168 958.1
Part VII				
Public information				
28. Public information				
2002-2003	495.0	6 476.6	0.0	6 971.6
2004-2005	741.2	5 414.3	0.0	6 155.5
Part VIII				
Common support services				
29. Management and Central Support Services				
A. Office of the Under-Secretary-General for Management				
2002-2003	3 798.2	668.6	-	4 466.8
2004-2005	3 405.3	-	-	3 405.3

	Support	*Substantive*	*Operational*	*Total*
B. Office of Programme Planning, Budget and Accounts				
2002-2003	32 504.0	2 587.3	0.0	35 091.3
2004-2005	34 575.0	1 458.5	0.0	36 033.5
C. Office of Human Resources Management				
2002-2003	8 061.4	103.4	56.0	8 220.8
2004-2005	8 895.1	110.0	39.2	9 044.3
D. Office of Central Support Services				
2002-2003	27 321.0	18 453.7	-	45 774.7
2004-2005	30 989.4	23 514.2	-	54 503.6
E. Administration, Geneva				
2002-2003	19 565.5	-	-	19 565.5
2004-2005	19 358.0	-	-	19 358.0
F. Administration, Vienna				
2002-2003	3 247.1	-	-	3 247.1
2004-2005	3 222.0	-	-	3 222.0
G. Administration, Nairobi				
2002-2003	15 221.1	-	-	15 221.1
2004-2005	14 905.0	-	-	14 905.0
Part IX				
Internal oversight				
30. Internal oversight				
2002-2003	18 366.0	751.6	-	19 117.6
2004-2005	22 721.1	365.0	-	23 086.1
Part X				
Jointly financed administrative activities and special expenses				
31. Jointly financed administrative activities				
2002-2003	1 094.6	2 693.8	0.0	3 788.4
2004-2005	1 180.5	2 693.8	0.0	3 874.3
32. Special expenses				
2002-2003	5 578.8	-	-	5 578.8
2004-2005	7 225.8	-	-	7 225.8
Total				
2002-2003	**668 516.1**	**1 293 929.8**	**2 433 073.8**	**4 395 519.7**
2004-2005	**699 996.5**	**1 237 891.8**	**2 282 176.8**	**4 220 065.1**

Annex

Results-based budgeting: explanatory notes

1. In his report on results-based budgeting (A/54/456 and Add.1-5), the Secretary-General proposed the introduction of a number of measures to strengthen the existing programme budgeting process. Those measures, derived from the proposals contained in the Secretary-General's programme for reform (A/51/950 and Add.1-7) and his previous report on results-based budgeting (A/53/500 and Add.1), were aimed at shifting the United Nations programme budget from a system of input accounting to one of results-based accountability. This required the articulation of expected accomplishments at the outset of the budgetary process and a shift from an exclusively quantitative focus on resources and activities to a more qualitative focus on expected accomplishments and the effectiveness of the Organization's activities.

2. In its resolution 55/231 of 23 December 2000, the General Assembly decided that results-based budgeting should be implemented in a gradual and incremental manner, in full compliance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation and the Financial Regulations and Rules of the United Nations. The definitions of a number of key terms, as set out in the Rules and Regulations Governing Programme Planning, are highlighted in the box below. At the subprogramme level, the objectives, expected accomplishments, indicators of achievement, external factors and outputs are intended to constitute an interrelated whole within a logical framework. Objectives are the expression of the overall desired outcome of a subprogramme and form the foundation for programme design. Expected accomplishments are more specific and reflect benefits or changes that result from pursuing the objective. The outputs are the concrete products or services delivered by a subprogramme (such as reports, training, interpretation and advisory services) that are intended to lead to the achievement of the expected accomplishments. Indicators of achievement are the measures by which the programme can determine whether the expected accomplishments have been achieved. External factors that are specific to the subprogramme have also been identified to reflect conditions or events that are beyond the control of the Organization but that will have an impact on the achievement of its objectives and expected accomplishments and that could therefore influence the assessment of performance.

3. The gradual integration of results-based budgeting and results-based management of the work of the Organization has been facilitated by a series of training workshops conducted by the Programme Planning and Budget Division during the biennium 2002-2003 and by the Division's close collaboration with the Office of Internal Oversight Services, which is responsible for the monitoring and evaluation components of the programme planning cycle. The Secretary-General, in his interim report on results-based budgeting for the biennium 2002-2003 (A/57/478), pointed out that learning by doing has been a key factor in moving forward the implementation of results-based budgeting, particularly in terms of increased understanding of what needs to be done for the Organization to become fully results-oriented. The General Assembly, in its decision 57/575 of 20 December 2002, taking note of that report, endorsed the approach outlined by the Secretary-General, namely, to continue to improve the implementation of results-based budgeting, particularly with respect to the provision of training and guidance; to ensure that there is an adequate capacity to direct and oversee the implementation of results-based budgeting; to continue to present his programme budget proposals in full accordance with results-based budgeting concepts; to provide overall support and guidance to all departments in managing for results; and to ensure that the programme performance report for the biennium 2002-2003 is enhanced and modified.

4. The interim report of the Secretary-General has drawn attention to the fact that the implementation of results-based budgeting is still in the early stages and that there is indeed room for improvement. Following the series of training workshops and as a result of the experience gained during 2003, some attempts have been made to further refine some of the expected accomplishments and indicators of achievement. The improvements reflect a better understanding of the concepts and do not in any way undermine the raison d'être of the subprogrammes. The expected accomplishments and indicators of achievement that have been modified continue to remain true to the required linkage with the objectives as approved by the General Assembly. This is an example of learning by doing, where an increased understanding of results-based budgeting and experience gained in the current biennium have led, and will continue to lead, to improvements in the application of the logical framework. Moreover, some expected accomplishments and indicators have also been further refined or reformulated to take into account mandates added since the adoption of the revised medium-term plan.

5. It is apparent that there continue to be some difficulties in formulating expected accomplishments, since the subprogramme has decreasing control over the various stages from output to result. Clearly, managers are responsible for more than just the delivery of an output, but to be held accountable, for example, for improved trade practices, respect for human rights or compliance with conventions and treaties would be unreasonable. In this connection, the challenge is to find an optimal level of accountability for the results, bearing in mind that it is not a question of results being attributable to the United Nations, but rather a question of the contribution that the outputs are expected to make towards those expected results.

6. In a number of budget sections, there are more expected results and indicators of achievement than is deemed absolutely necessary for a budget document, and the selection of just one or two that are most representative of the work of the subprogramme has proven to be somewhat difficult. Some programme managers have felt that limiting the number of expected accomplishments and indicators of achievement would not capture the multifaceted aspects nor the complexity of the work undertaken to ensure attainment of the objective. With more training and experience, however, it is anticipated that the management of results, in the context of the programme budget, would reflect only significant results and key indicators of achievement. These would represent and address the major concerns of Member States and programme managers in terms of the most useful and crucial information needed for determining whether or not results have occurred at the subprogramme level.

7. It was pointed out in the interim report of the Secretary-General that results-based budgeting is being practiced by many countries and organizations and that it took up to 8 or 10 years for it to provide meaningful information for performance measurement and decision-making. It is the intention of the Secretary-General to continue to conduct training workshops, to provide additional information on best practices and lessons learned and to update web sites in an effort to ensure that the work of the Organization continues to be relevant, efficient and effective and that the Organization becomes fully results-oriented.

8. Member States are invited to review the proposed programme budget for the biennium 2004-2005 with the foregoing comments in mind, recognizing that there is still room for much improvement and acknowledging the continuing efforts to further integrate results-based budgeting and results-based management into the work of the Organization.

Definitions

An *objective* in programme budgeting refers to an overall desired achievement involving a process of change and aimed at meeting certain needs of identified end-users within a given period of time.

An *expected accomplishment* is a desired outcome involving benefits to end-users, expressed as a quantitative or qualitative standard, value or rate. Accomplishments are the direct consequence or effect of the generation of outputs and lead to the fulfilment of a certain objective.

Indicators of achievement are used to measure whether and/or the extent to which the objectives and/or expected accomplishments have been achieved. Indicators correspond either directly or indirectly to the objective or the expected accomplishment for which they are used to measure performance.

External factors are events and/or conditions that are beyond the control of those responsible for an activity but that have an influence on the success or failure of the activity. They may be anticipated in the form of assumptions or they may be unanticipated.

Outputs are final products or services delivered by a programme or subprogramme to end-users, such as reports, publications, training, servicing of meetings, or advisory, editorial, translation or security services, which an activity is expected to produce in order to achieve its objectives.